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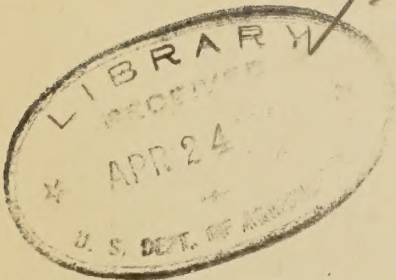
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M I N U T E S

TWENTY-SECOND VALLEY-STATES CONFERENCE

Tutwiler Hotel, Birmingham, Alabama

Tuesday, October 3, 1944



November 1944



MINUTES  
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ACTIONS TAKEN BY THE CONFERENCE

Summary

1. Regional conference on frozen food outlook for the Southern Appalachian States. The Conference considered a question raised by Dr. Alva H. Benton, Assistant Head, Division of Program Study and Discussion, Bureau of Agricultural Economics, USDA, in a letter to the Executive Secretary regarding the advisability of holding such a meeting. The sense of the Conference was that such a meeting was not necessary at this time, but the matter was referred to the Committee on Resource Utilization for action (text, p. 6; appendix C, p. 9).



2. Regional distribution center for educational films. It was decided to refer consideration of this matter to the Committee on Extension with the request that the Committee develop specific recommendations to bring before the Conference (text, p. 9; appendix C, p. 9).
3. Monthly publication for the Tennessee Valley region. This proposal was referred to the Committee on Extension for consideration and recommendations to the Conference (text pp. 9, 11; appendix C, p. 12).
4. Definition of the phrase "a joint coordinated activity" as used in the Memorandum of Understanding. It was suggested that each standing committee consider the appropriate interpretation of this phrase and prepare and send to the Executive Secretary a statement expressing that interpretation. On the basis of these statements, the Correlating Committee would then attempt to prepare an interpretation of the phrase satisfactory to the Conference (text, p. 9; appendix C, p. 11).
5. Statistical Assistant for the Executive Secretary. The Conference endorsed a proposal that the Correlating Committee authorize the addition of a statistical assistant (approximate grade P-2, \$2600) to the staff of the Executive Secretary. (text, p. 10; appendix C, p. 12).
6. Membership of the Conference. The Conference agreed: (a) "that the Chairman of a standing committee of the Conference shall be a member ex officio of the Conference" and (b) "that a member of the Correlating Committee shall be a member ex officio of the Conference" (text, p. 11; appendix C, p. 12).
7. Contribution of farmers to cost of material used in test-demonstration program. This problem was referred to the Committee on Extension for consideration of problems of procedure and timing and recommendation to the Conference (text, p. 18; appendix C, p. 12).
8. Committee on Cooperatives. A Committee on Cooperatives was established as a standing committee of the Conference and the Chairman of the Conference was authorized to appoint a chairman and two members to the committee from among the members of the Conference. The Chairman of the Committee was authorized to add additional members from among the staffs of the participating agencies (text, p. 19; appendix D, p. 16).
9. Appointment of four correlators by TVA to service standing committees of the Conference. The Conference voted to request the TVA to provide the services of four full-time employees on its staff to serve, respectively, as Correlator for the Committee on Research, Correlator for the Committee on Extension, Correlator for the Committee on Resource Utilization, and Correlator for the Committee on Cooperatives. Mr. McAmis agreed to support this proposal provided the Committee on Organization submitted a written statement setting forth the



alternatives to this proposal considered by the committee, together with the reasons for their rejection in favor of the plan proposed, and provided this statement received the official approval of the Correlating Committee (text, p. 19; appendix D, p. 17).

(This statement, prepared and approved by the Committee on Organization and approved by the Correlating Committee, will be found in appendix E, p. 20.)

10. Correlators to constitute a regional staff to service all parties to the Memorandum of Understanding. The Conference agreed that these correlators would serve as a joint staff (a) to service all parties to the Memorandum of Understanding in reviewing and preparing recommendations regarding the technical merit of each "proposal" or "project" involving a joint coordinated activity and (b) to service all parties to the Memorandum of Understanding in assembling, analyzing, interpreting and preparing for presentation the results of projects involving a joint coordinated activity. The recommendations and analyses prepared by the joint staff in connection with provisions (a) and (b) are to route through the Executive Secretary for clearance with appropriate standing committees of the Conference and with the Correlating Committee (text, p. 22; appendix D, p. 18).
11. Employment of State Contact Officers on a full-time basis. The Conference agreed "that administrative and budgetary arrangements be made to permit a State Contact Officer in each Valley State to be employed and work full-time on the Valley program is hereby recommended in accordance with the Memorandum of Understanding" (text, p. 23; appendix D, p. 18).
12. Establishment of a Committee on Tennessee Valley Program in each State. The Conference agreed "that provision be made, through appropriate administrative channels, to set up in each State a 'Committee on Tennessee Valley Program,' comprised of representatives from the Experiment Station, Extension Service, and Teaching Staffs to assist in the more effective coordination of the State program and the Valley program" (text, p. 23, appendix D, p. 18).
13. Integration of work of Executive Secretary of the Correlating Committee and of the State Contact Officers. The Conference agreed "that the Executive Secretary of the Correlating Committee may (a) at the invitation of appropriate administrative officials of the cooperating State institution participate in discussions of the program of work of the State Contact Officer and (b) request the appropriate administrative officers of the cooperating State institutions to authorize the State Contact Officer to attend joint meetings, arranged for by the Executive Secretary and presided over by him" (text, p. 24; appendix D, p. 18).



14. Initiation of field survey. The Committee on Resource Utilization recommended that the Conference authorize initiation of a field survey to provide (a) a continuing process of agricultural programming in the Tennessee Valley region, and (b) materials to be used in the formulation of a statement on postwar agriculture in the Tennessee Valley. The Conference referred this proposal to the Committee on Resource Utilization for further consideration (text, p. 29; appendix G, p. 32).
15. Fertilizer estimates for the Tennessee Valley. In its report, the Committee on Research (to which this problem had been referred, together with the problem of working out with Dr. Sherman E. Johnson, Bureau of Agricultural Economics, satisfactory estimates on fertilizer needs for the Tennessee Valley in conjunction with the production adjustments analysis) recommended that this work be undertaken by the Correlator for the Committee on Research (text, p. 31; appendix H, p. 37).
16. Evaluation of the unit test-demonstration farm as an extension tool. The Conference approved a recommendation made by the Committee on Extension that that Committee undertake such an evaluation. The Committee proposed that the evaluation be made by each State but that the findings should be correlated among the States for purposes of study and comparisons (text, p. 31; appendix I, p. 39).
17. Uniform titles for State personnel employed to work on the Tennessee Valley program. The Conference agreed to a recommendation of the Committee on Extension that uniform titles should be employed in each State to designate State personnel employed to work on the Tennessee Valley program (text, p. 31; appendix I, p. 39).
18. Next meeting of the Conference. The Conference agreed to hold its next meeting in Atlanta, Georgia, on April 3, 1945 (text, p. 33).

#### OPENING OF THE CONFERENCE

Dean Thomas P. Cooper, Chairman of the Conference, called the meeting to order at 9:30 a.m.

(For the roll of the Conference see appendix A, p. 1; and for the program of the Conference see appendix B, p. 3.)

The Chairman announced to the Conference that Dr. George Scarseth, Director of Research for the American Farm Research Association, would address the luncheon session of the Conference (appendix F, p. 25).



## I. Report of Correlating Committee

Dean Thomas P. Cooper, Chairman of the Correlating Committee, presented the report of that committee (appendix C, p. 6). Proceedings relating to this report follow.

### A. Progress report

1. Fertilizer estimates for the Tennessee Valley (appendix C, p. 6)

#### DISCUSSION

There was no discussion of this item at this point. (See report of Committee on Research, text p. 31; appendix H, p. 37.)

2. Distribution and application of aqua ammonia (appendix C, p. 7)

#### DISCUSSION

Cooper: Are there any comments or suggestions on this matter?

McAmis: Does each of the Experiment Stations have at least one of these pumps? It was understood that each station would be able to obtain and keep one of these pumps.

3. Postwar planning (appendix C, p. 7)

#### DISCUSSION

In reference to the plan of the USDA to provide technical assistance to agriculturally based communities undertaking community planning for postwar jobs (appendix C, p. 7):

Cooper: What is the Commerce Department of TVA trying to do along these lines?

Kellogg: That Department has offered the assistance of its technical personnel in connection with this program. The purpose of the program is to provide employment after the war. Local communities desiring to investigate possibilities for expanded postwar employment and who desire technical assistance may obtain such assistance from the Department of Agriculture and from the Commerce Department of TVA. The Department assumes no responsibility for the decisions reached by the community. The community has complete responsibility for the work and for the decisions reached. The job involves determining what industries may be continued, expanded, or developed, what the people who own and operate existing industries think and are prepared to



do and what the returned service personnel will want. Technical personnel of the Department, it is felt, can assist communities materially in working up the general background. The community is then in a position to center its attention on the possibilities of specific industries. Channels for financing small industries appear to be pretty good. Some industries might, in fact, be financed entirely by the local community or by local individuals.

Clayton: With regard to supplying personnel to assist on community surveys, the Commerce Department of TVA has said: "If local communities should undertake to make their own industrial surveys, we stand prepared to supply what materials we have, but we would indicate to them that TVA's best contribution lies in working with them on the analysis of specific proposals from an operating standpoint" (appendix C, p. 8).

Kellogg: The General Manager made the statement that any of the scientists or engineers of the TVA that might be of specific assistance might work with the communities.

McAmis: Ferris is trying to service these communities.

Kellogg: The Department takes utterly no responsibility for the study. That must be carried completely by the communities. There are about a dozen of these going on now, for example, Anderson, S. C. Primarily the Department lays out before them the difficulties and advantages and hazards the industry has to face. It gives the facts on which the local group may make the decision.

Hutcheson: Whether we wish it or not, communities will be coming to us for help and suggestions. We have technical men who can help on certain phases of the problems. I understand that we can tell our local people that assistance along this line may be obtained from the Department of Agriculture and from the TVA.

Kellogg: That is right.

In reference to proposed regional conference on frozen food outlook for the Southern Appalachian States (appendix C, p. 9):

Hutcheson: I can't see the value of calling another conference on this problem right now. Our State has just had one. Conferences have also recently been held in Georgia, Kentucky, and Tennessee.



Goodman: We think the situation in North Carolina is pretty well in hand. We don't feel that another conference is needed at this time.

Cooper: Is it the suggestion of this group to advise Dr. Benton that, since there have been a series of conferences in this region lately, we believe that a generalized conference in Washington is unnecessary?

Hutcheson: That is satisfactory. A conference is not necessary at this time. It is possible, however, that such a conference might be helpful at a later time.

McAmis: This is a question which, it seems to me, should be referred to the Committee on Resource Utilization. That committee should inform Dr. Benton as to the current situation, what is being done and what we hope to accomplish, so that Dr. Benton would be conversant with the progress and outlook on these problems in the Tennessee Valley region at this time.

Cooper: Is it the wish of the Conference that this matter be referred to the Committee on Resource Utilization?

The suggestion was agreed to.

Cooper: It is so ordered.

#### 4. Education (appendix C, p. 9)

##### DISCUSSION

In reference to establishing a regional distribution center for educational films (appendix C, p. 9):

McAmis: This Conference should, I believe, work out some arrangement for handling this matter on a regional basis.

Clayton: The proposal, originally advanced by Director Brown, was laid before the Correlating Committee and the reaction of the Committee at that time was that the proposal merited serious consideration. So far as I know, the matter rests there. No further action has been taken. The reason for bringing the matter up at this time is to get the reaction of the Conference to the suggestion offered by Director Brown and to put the matter in line for such action as the Conference may deem to be desirable.



Brown: We have been doing some work along the lines of visual education and so far we are pleased with the results and feel that the method has great possibilities. We are showing films and slides to approximately 45,000 people each month. We have made some films ourselves. Films can be obtained from the Department of Agriculture and from various other sources. People in Georgia like them. They can be used to advantage in the regional program and in the farm test-demonstration program in the State. They provide an important means of unifying the entire program and they would serve equally well as a means of unifying the work among the States. We thought that it would be a good idea, for example, for Georgia to work on one film, Mississippi on another, and North Carolina on another, having previously gotten our heads together, thereby making it possible to employ the same technical skills on the job in each State and thus making the process less expensive. I believe that the production and use of educational films will serve as a most important means for unifying the regional agricultural program.

Cole: Do you think that TVA should maintain a technical staff to make these films?

Brown: We haven't gone far enough to make a recommendation along that line. Possibly such a staff might be employed jointly by the participating agencies and function through the TVA. Possibly the States could carry the entire financial burden.

McAmis: A film depicting the benefits of using phosphate, prepared by Georgia, was shown in Knoxville last week. Alabama, North Carolina, and other States should get that film, exhibit it and note the response of their audiences to it. We would prefer that the handling of this matter be kept in the States and hope that a workable arrangement may be found that will permit this, but TVA would be willing to assume the responsibility as a last resort. My suggestion is that the effectiveness of this medium of presentation be first tested in the several States and then that a way be worked out to handle the preparation and distribution of films.

Director Davis has advanced a similar proposal relating to the employment of our educational techniques. His suggestion relates to the establishment of a monthly publication to serve as a medium for the presentation of materials and the discussion of problems relating specifically to the agricultural program of the Tennessee Valley. This



proposal should be examined, it seems to me, from the same point of view. If it seems desirable to inaugurate such a publication, TVA would prefer that the job be undertaken by the States and would not wish to assume the responsibility except as a last resort.

Jones: It would be cheaper to have one technical staff with provisions made so that the various States could contribute to its support.

Jones: So far as finances are concerned, we could get money enough to make ten pictures right now with no trouble at all, through donations.

Cooper: Without objection, the problems of handling the matter of educational films and of undertaking a monthly publication are referred to the Committee on Extension for consideration and recommendations to the Conference.

#### 5. Appointment of Standing Committees (appendix C, p. 10)

##### DISCUSSION

Cooper: In compliance with the authorization of the Conference, appointments have been made to the standing committees of the Conference and a membership list of these committees has been sent to you (appendix C, p. 10).

#### B. Proposals and recommendations

#### Definition of "a joint coordinated activity" (appendix C, p. 11)

##### DISCUSSION

Cooper: Rather than to take up the time of the Conference by a discussion of this matter at this time, I suggest that each of the standing committees of the Conference separately consider the appropriate interpretation of this phrase as used in the Memorandum of Understanding, prepare a statement to express the proposed interpretation, and mail this statement to Mr. Clayton. Mr. Clayton can then utilize these interpretations to prepare a statement that appears best to reflect the various points of view for consideration by the Correlating Committee. The Correlating Committee will then be in a better position to submit an acceptable statement for the approval of the Conference.

The suggestion was agreed to.

Authorisation to employ a statistical assistant for the office of the Executive Secretary (appendix C, p. 12)

#### DISCUSSION

Hutcheson: I move the adoption of the recommendation.

Goodman: I second the motion.

Cummings: What would be the duties of this employee?

Clayton: The work will be largely clerical: obtaining information from the library, tabulating figures, maintaining statistics on current trends in industry and agriculture, and preparing preliminary drafts of reports. Under normal conditions it should be possible to obtain an employee with the necessary training and experience for approximately \$2600 per annum. We had thought originally that work of this type could be handled as a part of the duties of the office secretary, but experience has demonstrated that secretarial duties consume all of the time of that employee. There is, therefore, need in the office for an additional employee trained in the handling of statistical materials.

Punchess: I don't see that this is a matter which need come before the Conference.

McAmis: I think that there is need for an employee for work of this type.

Cooper: I hope that the Conference will consent to pass upon this matter. The Correlating Committee would not wish to take responsibility for this action unless the Conference advises it.

Hutcheson: Motion to approve the recommendation has already been made and seconded.

The motion was agreed to.

3. Making the chairman of a standing committee a member ex officio of the Conference (appendix C, p. 12)



#### DISCUSSION

Cooper: The purpose of this recommendation is to provide that chairman of standing committees of the Conference will be members of the Conference.

Stuckey: I move adoption of the recommendation.

Hutcheson: I second the motion.

The motion was agreed to.

Making a member of the Correlating Committee a member ex officio of the Conference (appendix C, p. 12)

#### DISCUSSION

Funchess: I move adoption of the recommendation.

Brown: I second the motion.

The motion was agreed to.

Monthly publication for the Tennessee Valley region (appendix C, p. 12)

#### DISCUSSION

Cooper: This matter has already been discussed and has been referred to the Committee on Extension (text, p. 9).

Contribution of farmers to cost of material used in test-demonstration program (appendix C, p. 12)

#### DISCUSSION

Mr. White read from his memorandum of September 7, 1944, addressed to Mr. Clayton (appendix C, p. 13).

White: We merely want to examine what direction the test demonstration program is taking as it is related to available phosphate. To us this is purely an educational program, carrying with it, in its entirety, all the implications, perhaps, on which education is based. The question is (1) continuing the process with a limited number of individuals, or (2) continuing the process where a number of actors come on the stage and perform. Whether or not the institutions can continue

indefinitely with a farm more effectively than to rotate, should be considered. Another angle to be examined: Is it necessary that a test-demonstration farm, in order to function fully, receive from the Authority any part of the materials that go in the educational program? Will a man cease to take an interest in the educational program of which he is no longer a part? I discussed this with several of the institutions outside of the Valley. I think that the decision that this group makes should be the fundamental guide in applying this outside the Valley.

The question has been raised by management as to whether it would be in keeping with the long-time objective of TVA in its program of agricultural development and watershed protection to require test-demonstration farmers, after a certain period of cooperation, to help finance the program.

There are several factors that should be considered in determining the appropriateness of such a requirement.

1. The reaction of the land-grant colleges in the Valley through which TVA conducts a major part of the test-demonstration program.
2. The reaction of farm groups cooperating with the institutions in organizing and administering the program.
3. Future policies of AAA.
4. The effect such a procedure would have on potential expansion of the educational aspects of the program.
5. The policies that may be initiated by the colleges outside the Valley as a result of any national fertilizer program that may result from the present plans of the American Farm Bureau Federation or the proposed Hill bill or any other national legislation directly affecting educational activities related to the use of phosphate.
6. The end effect of such a policy on the over-all obligation of the Authority for agricultural development and watershed protection.

Tantamount to final judgment on the principle involved is a critical examination of the implications of the Tennessee



Valley region in its relation to the nation as a whole. If the regional experiment as originally conceived is to be the basis of final determination, one set of criteria will form the basis of development; while if the area concept is to be lost in postwar plans for national agricultural adjustment and development, it will be necessary to adopt a different set of criteria for any long-time plans.

Some of the reasons that might be noted in favor of such a policy are:

1. The program has developed to the point that a large part of the risk in making adjustments has been removed.
2. A continuous supply of phosphate to farmers without production costs will eventually become, in the public mind, a type of subsidy.
3. Competition among farmers for "free" fertilizer will become more acute as the effectiveness of the program is more generally recognized.
4. Granting a limitation in budgets for the program, the educational effects can be more widely spread among farmers and communities.
5. Such a procedure would prove a testing ground for the institutions to determine the educational effect on the individual farmers.
6. This procedure would become one measuring stick of the economic feasibility of actually fortifying the soils of the farm with sufficient minerals.
7. If the quantity of phosphate supplied to an individual farmer constitutes a leverage to get the adjustment momentum into action, there is the argument that the farmer should contribute more and more to maintaining this momentum.

Some of the factors that may adversely affect such a policy are:

1. Future policies of AAA.
2. A reaction of the institutions that any public educational function cannot be widely effective when a constant squeeze is exerted on the people to be educated.





This is just a means of getting before this group something to discuss. What is the principle that should prevail?

McLeod: Now we tell the farmers something like this: "This is not a free contribution at all. You are paying for this fertilizer by using your farm as a demonstration farm." I would hesitate to turn around and tell him that he must pay for part of this fertilizer--when we have already told him that he is already paying for it by using his farm as a demonstration farm. But I can see where we can't continue forever. The farmer would be dropped from receiving the phosphate, and the opportunity would be given to someone else who doesn't know the value of using it.

Brown: Put a time limit on it--say five years--or else he might think he is being penalized. The type of soil might have something to do with the time limit. My objection is in telling the farmer he has to pay for the fertilizer from now on when we have already told him that he is paying for it by being a demonstrator.

Hutcheson: Look at it two ways: inside and outside the Valley. (1) If this is in the Valley and is an educational program, we are justified in following the program unless we have accomplished what we set out to do. I don't know how much phosphate is available. We have tied up the phosphate program with the whole educational program. As a result of a well-conducted demonstration the farmers are buying phosphate. Our agencies are using more phosphate. I would like to see the thing continued if we have enough phosphate. If the proposal is to take on new people as we drop old ones, then I say o.k. (2) Could we have one policy within the Tennessee Valley watershed and another without? Would TVA permit us to take on outside counties?

White: We deal with the States outside the Valley and the difference now is not in procedure but in intensity. There are more of the test-demonstration farms inside the Valley than outside. In addition, the Valley's counties are getting added impetus through assistant county agents.

Hutcheson: You have to make a real demonstration here for other areas. Make it within the area and don't scatter the demonstrations too much.

White: There is no question of making the intensiveness effective, it is a question of getting it done. In order to

make this thing the most effective, should we continue along the present basis or could you do this more effectively by adopting new criteria?

Kellogg: There is too much association of the test-demonstration idea with the making available of the phosphate. If the test-demonstration method is a good method for getting farmers to understand the use and application of fertilizer, then I see no reason why it isn't a good method to get the farmers to use this technique in a lot of other ways. I can see how you people might feel that we've gone as far as we need to go in helping the farmers use phosphate. We might give the farmers service along some other line. Perhaps we should broaden or shift the emphasis of the test-demonstration technique.

Hutcheson: We have been using that technique for 25 years. We tie up the whole farm plan with the farmer. We say "change the layout of your fields, etc." This technique doesn't just demonstrate phosphate alone.

Kellogg: Another problem: Should we cut off the man who has made progress, or not?

Hutcheson: How about taking this thing back to the cooperating farmers? We could discuss it with the Directors.

Davis: Wouldn't it be well for someone to write each State Director and state these things clearly and discuss the problem at the next meeting? We are likely to introduce a demonstration here of somewhat indefinite maturity. When the demonstration is finished then there is no need to continue the demonstration.

Funchess: What are your objectives before you try to answer this question? If they are to use this farm as a demonstration in an effort to influence all farmers around an area, then I say continue our present method. You have held this man for years, mapped out his farm program; now, instead of giving him part of the phosphate and requiring him to pay for part of it, you cut loose from him. What happens? Does he go on as a good farmer or was he cooperating with you just in order to receive free phosphate? If the latter is true, the demonstration has failed. What have you taught the test-demonstration farmer that will be carried on and on? This is the kind of background upon which you should effect a change if you do effect a change at all.



White: What is the most effective way to reach the objective most efficiently? At best, the Authority will have a limited amount of phosphate to implement the thing you people are trying to do. How is the best way that this amount can be used in order to carry on the work you want to do? We don't know what the amount of phosphate will be in the future, but there will be a limit.

Davis: I wish to make a motion. I wish to move that the matter be referred to the proper persons, State leaders, etc. Raise all these questions in a letter for State discussion and recommendations for action at the next meeting of this group.

White: Those questions are already raised.

Davis: I want to get the ideas of the State men before answering you.

Stuckey: I'll second the motion.

Davis: We'll have to do this through our men. We'll have time to do that before we meet again.

Clayton: How can we get this into a concrete proposal?

Davis: We will compile the answers.

McAmis: Could we clear this through the Extension Committee? So far as the colleges go, let's try to get this problem considered on a regional basis. Let White write a letter.

Cooper: I wonder whether we are wise in letting this matter come out for circulation and discussion among the several States at this time. The probabilities are, so far as I am informed, that a bill will come before this next Congress which will include a very broad demonstration program for the nation as a whole. I wonder whether, if we get ourselves involved in this at the present time, we are going to have a monkey wrench thrown in our programs because of possible legislative procedures enacted by the Congress.

White: Everything done now is done on a number of assumptions. We don't need to get a complete answer now, but, conditions being normal, we should be formulating some ideas and getting some opinions on the question. We don't know what the future policies of TVA will be. In 1945, if the war is over, there may be an entirely different approach--say through AAA.

- instead of a motion to be made now, why can't we go back to our respective States and discuss and discuss future action at our next meeting?
- Discuss this thing among your own staffs and you people might want to come out with some findings growing out of your analysis of the problem in the colleges.
- Davis: Let's have the States consider the question and give each State the benefit of all the thinking.
- That's right, but I suggest that it be done through the Correlating Committee.
- Raise the question in a letter to the Extension Committee.
- Let the answers from the States be referred to the Chairman of the Extension Committee to bring back to the Conference. I make this as a substitute motion.
- Stuckey: I second the substitute motion.
- McAfee: The Committee on Extension should consider all the answers and then refer them to the Conference.
- Funchess: If we approach this problem fully, we'd be in a better position to advise Congress in enacting legislation. If I were a Congressman I would want to call on this group for the answers.
- Cooper: If the TVA were to send out a letter giving the pros and cons of the subject at this time, it might develop misunderstanding. If we got into a discussion with our leaders throughout the Valley area itself, how would it affect the program which might be coming up in a few months? I don't know. I have a feeling that this Conference should not act now on the matter. I think we need to give the question more thought.
- Kellogg: The question should be brought out just as a discussion question among ourselves.
- Cooper: I feel we should be very cautious about taking any action.
- Hutcheson: I make a substitute motion that the problem be referred to the Committee on Extension for further consideration of procedure and timing. The procedures which they recommend to follow may then be considered by the Conference.





mean that these correlators are to be responsible to the Executive Secretary? That is the way it reads.

No, I don't think that the statement says that these employees will be responsible administratively and functionally to the Executive Secretary. I am certain that such is not the intention. It is intended that the work of these employees will, through appropriate administrative and functional relationships, be closely integrated with the work of the Executive Secretary. The Committee recommends that these correlators be employees of the TVA. As such, they will be administratively and functionally responsible to appropriate officials of the TVA. There is no essential reason for retaining the words "administrative and functional" in these statements, if there is any question as to their implication.

Hutchinson: I move that the statements relating to the functions of each correlator be amended by deleting the words "administrative and functional" and that the statements then be adopted as amended.

Davis: I second the motion.

McAmis: I would like to say that, as a member of this Conference, I am thoroughly in accord with this motion. I have long felt the need for getting the work done which is contemplated under the motion. I have no doubt that the TVA will make its contribution as provided. I would like, however, to urge this suggestion--that Mr. Clayton prepare a statement for the approval of the Committee on Organization which sets forth clearly the facts as I understand them, namely:

- (a) That the Committee has recognized the necessity for the employment of the so-called correlators to service the other standing committees;
- (b) That all possible alternatives as to method of employment and supervision of these correlators have been thoroughly canvassed and the reasons for and against each alternative have been considered;
- (c) That the procedure recommended in this motion is considered the only feasible method.

After this statement has the approval of the Committee on Organization, I would suggest that it be referred



to the Correlating Committee and, with its approval, it would be sent to all cooperating agencies for their record.

I would like to emphasize two other points. First, that whatever persons are employed for this work shall meet the qualifications of the committees which they are to serve; and second, that the TVA will adjust its internal administrative procedure to permit these persons to function effectively for the committees.

Hutcheson: I can see a need for this but I don't wish to load up with personnel which has nothing to do.

McAmis: I don't either. But we went over that yesterday in the committee meeting. I believe that there is need for a full-time man on each of these jobs.

Brown: So far as the duties of these men are concerned, will there be any great departure from our present procedure? Your office has had responsibility for this work all along and the proposed arrangement will simply enable these men to do their work more carefully and effectively.

McAmis: Yes, but the important fact is that the correlators will be enabled to function through regional channels by reason of their relationship to the Executive Secretary of the Correlating Committee and to the standing committees of the Conference and they should contribute a great deal to the effective functioning of these committees.

Hutcheson: Is there any objection to Clayton's preparing a statement along these lines, and turning it over to me to clear with the members of the Committee on Organization and then have Clayton clear the statement with the Correlating Committee?

McAmis: That would be satisfactory. I simply want to have a written record to show that all aspects of the question were considered and that this represents the careful judgment of the agencies cooperating under the Memorandum of Understanding.

(The statement requested by Mr. McAmis will be found in appendix E, p. 20.)

The question was called for. The motion was agreed to.

Use of "correlators" to serve as a regional "reviewing" staff to service all parties to the Memorandum of Understanding (appendix D, p. 18)

#### DISCUSSION

Hutcherson: I move adoption of the recommendation.

Davis: I second the motion.

The motion was agreed to.

Use of "correlators" as a regional "analysis" staff to service all parties to the Memorandum of Understanding (appendix D, p. 18)

#### DISCUSSION

Cooper: The committee suggests as a part of this recommendation "if the results are published, that they appear as a publication of the agencies participating in the project, possibly under the 'over-all' auspices of the Correlating Committee." Does this imply that publications of results obtained at the Kentucky Station, for example, would be made through the Correlating Committee? Is that the proposal? Does it imply that the results would not come out as a publication of the Kentucky Experiment Station, for example, when that station is the originator of the findings?

Hutcherson: Mr. Clayton, will you discuss this?

Clayton: This particular point was not discussed by the Committee on Organization at its meeting yesterday. The question as to publication of results need not, it seems to me, be introduced here. The essential purpose of the recommendation of the committee, as I understand it, is not affected by that question. How or by whom results are published is not pertinent to the recommendation.

Moam: The question as to whether such materials would be published by the Kentucky (or other) Station is not involved. The purpose of the recommendation is to utilize the correlators to develop recommendations without regard to the question as to who will publish the results.

Hutcherson: I move that the recommendation be amended by placing a period after the word "clearance" and deleting the



words "and, if the results are published that they appear as a publication of the agencies participating in the project, possibly under the 'over-all' auspices of the Correlating Committee," and that the recommendation be adopted as amended.

Davis: I second the motion.

The motion was agreed to.

Employment of a State Contact Officer in each Valley State on a full-time basis (appendix D, p. 18)

#### DISCUSSION

Brown: This is a matter which should rest with the individual State. If and when a particular State feels that it is necessary to employ a man on a full-time basis for this work the particular State can then do so. Let each State work out the situation to suit itself. If, in a particular State, the work is being carried on in a satisfactory manner under the present arrangement, there would appear to be no need to make a change.

Davis: I would like to point out, however, that the Memorandum of Understanding provides for a State Contact Officer in each State. This recommendation has the effect of asking the several States to reconsider this aspect of their work in accordance with the provisions of the Memorandum.

Hutcheson: I move adoption of the recommendation.

The motion was seconded and agreed to.

Establishment in each Valley State of a "Committee on Tennessee Valley Program" (appendix D, p. 18)

#### DISCUSSION

Hutcheson: I move adoption of this.

The motion was seconded and agreed to.

7. Integration of work of Executive Secretary of the Correlating Committee and of the State Contact Officers (appendix D, p. 18)

## DISCUSSION

- Stuckey: I would like to have this statement clarified. To call these men together?
- Hutcheson: The Executive Secretary.
- Cooper: The only person, it seems to me, who can authorize the State Contact Officer to attend meetings is the Director. And that would be the only source by which he could be called out. The Director is the one who knows about the work of this man. If administrative responsibility for the State Contact Officer is a function of the State, which I want it to be, the recommendation should leave no doubt as to that fact.
- Hutcheson: I suggest that, since it is now time for lunch, that the committee undertake to rephrase the recommendation and bring it in again at the afternoon session.
- Cooper: I believe that would be desirable. We must go on record as agreeing to something unless we are quite clear as to what is meant. Without objection, the Conference will then recess until after lunch.

At the luncheon session, Chairman Cooper introduced Dr. George Searseth, Director of Research for the American Farm Research Association, who addressed the Conference briefly on the importance of developing facilities to assure adequate quantities of fertilizers, particularly of minerals, to increase, replenish, and maintain soil fertility. A digest of Dr. Searseth's remarks will be found in appendix D.

The Conference reconvened at 2 p.m.

Director Hutcheson resumed the report of the Committee on Organization.

7. Integration of work of Executive Secretary of the Correlating Committee and of the State Contact Officers (appendix D, p. 10)

## RESOLUTION

- Hutcheson: The recommendation of the committee has been revised as follows:

"That the Executive Secretary of the Correlating Committee may (a) at the invitation of appropriate administrative officials of the cooperating State institutions participate in discussions of the program of work of



the State Contact Officer and (b) request the appropriate administrative officers of the cooperating State institutions to authorize the State Contact Officer to attend joint meetings, arranged for by the Executive Secretary and presided over by him."

Stuckey: I move that the recommendation as amended be adopted.

Jones: I second the motion.

The motion was agreed to.

This concluded the report of the Committee on Organization.

### III. Report of Committee on Resource Utilization

WILLIAM H. HARRIS, President, Chairman of the Committee on Resource Utilization, presented the report of that committee (appendix G, p. 29). Proceedings relating to this report follow.

#### A. Progress report

1. TVA panel on postwar planning study (appendix G, p. 29)
2. Joint field survey (appendix G, p. 30)
3. Special Committee on Postwar Plan for Agriculture in the Tennessee Valley (appendix G, p. 31)

#### B. Proposals and recommendations

1. Introduction (appendix G, p. 32)
2. Objective (appendix G, p. 33)
3. Organization (appendix G, p. 34)
4. Personnel (appendix G, p. 35)
5. Policy (appendix G, p. 36)
6. Anticipated results (appendix G, p. 36)

- Cooper: Gentlemen, you have heard the report. What will you do with it?
- Funchess: What will the men who work six months on this job be doing the remaining six months?
- Chance: The data gathered in the field would, of course, need to be assembled and analyzed by a research staff and placed in shape for effective use in the Valley program.
- Hutcheson: How does the proposed work differ from the work that the Soil Conservation Service is attempting to do?
- Kellogg: First of all, we have a soil association map for the entire Valley. These maps delineate specific associations or patterns of soils. Using these broad delineations of soils as a first approximation of similarities in basic physical resources, the next step would be to show for each soil association the boundaries of different types of farming areas. Then within each different combination of soil association area and type of farming area, the procedure would be to lay out sample areas or study areas within which a detailed classification and analysis of farms would be made as a basis of projecting the results of the classifications and of the analysis to other farms in the region having the same basic physical and economic characteristics. Of course, the test-demonstration farms would be fully utilized in developing the analysis, and the results both of the classification and the analysis would provide a basis for getting a proper distribution of test-demonstration farms.
- Funchess: Is it proposed to have a staff in each State or to set up one staff to do the job?
- Chance: A single staff is proposed.
- Funchess: I am in a fog about that.
- Kellogg: The proposal involves merely undertaking in a somewhat systematic way the work we have been doing right along. The point is that we now have available tools for doing a better job than was possible at the start. For example, the soil survey has been completed for a considerable portion of the Valley counties and we also have a large body of materials on individual farms assembled in connection with the test-demonstration farm program.



- Funchess: The purpose of making a study is to see where we go next.
- McLeod: It's just a question of analyzing our problem. A little work has been done along this line in Tennessee. I refer to the work in Jefferson County on which we reported at the last meeting of the Conference. We think that we have learned something from the study. If the proposal here is to explore the possibilities of work along this line I think that is all right and that we should go ahead. How long is it expected that the proposed work would take?
- Chance: Our thought is that the field work for the first segment of the job could be completed in approximately eight months. But if the job is thought of as a way of carrying on our program, the work would, of course, be of a continuing nature.
- McLeod: To get the work done each State would need to contribute a certain number of men. It seems to me that it would be better to let each State take up a part of the program. In this way each State would be in a position to decide what benefits it expected to get from the work. I would hesitate to assign men to a job for a period of six to eight months unless I was pretty clear that the results to be expected would fully justify the sacrifice of the personnel.
- Funchess: My staff is depleted now and I am unwilling to obligate a man for this work.
- McLeod: I don't mind trying something new for once.
- Jones: What results have you obtained from the work undertaken in Tennessee?
- McLeod: There has not been time as yet to reach a conclusion on that.
- Goodman: We undertook some work along this line in North Carolina. What we were trying to do was to get a basis for projecting our program. We feel that the work has led us to see more clearly where we should try to go and we believe that the efficiency of the men working on the job has been increased.
- Coleman: Are we in sympathy with the general idea set forth here? Perhaps the question of applying the proposed procedure

to the entire area need not be settled here. Can we approve the objectives in principle and refer the question of detail procedure to the several States for individual consideration? I think we must recognize, however, that, ultimately, if it is to have regional significance, a procedure should be worked out to extend over the whole region.

- Kellogg: I agree that the results should be developed and expressed with some uniformity if the work is to serve as a basis for regional programming.
- Cooper: We have had quite a long discussion on this. The committee has simply presented its report, but has made no recommendation. Is there a recommendation?
- Chance: The discussion has shown considerable diversity of opinion. Knowing, however, that the programming procedure recommended has been worked on for a long time and has been subjected to field tests and feeling that there is an urgent need for work of this type as a basis for programming for the utilization of resources in the Valley area, I recommend the adoption of the committee's report and that the proposed field survey be initiated as soon as the detailed arrangements can be worked out.
- John: We feel a need for a more careful analysis of the test-demonstration farm program. I second the motion.
- Cooper: Gentlemen, you have heard the motion and the second.
- Parsons: Upon whom is this action binding if it is adopted?
- Chance: This is simply a proposal for a joint coordinated activity which the Conference is asked to approve. Obviously, the work will be initiated only on the basis of cooperation with the individual state.
- McAnis: The important thing is that we agree as a group on the job which we want to do so that the work may be carried on systematically and uniformly within the Valley region.
- Coleman: It seems to me that the proposal would be helped by clarification as to objectives and procedure. Further consideration should be given to the types of personnel employed. We may need, for example, to have animal husbandry people included in the personnel. I am satisfied, however, that we need something along this line. The important thing is that we should all get together on whatever proposal is adopted so that



we will know exactly what is to be undertaken and what we can reasonably expect to get out of it. Perhaps the work as proposed does not appear to be sufficiently important at this time to justify taking men from work in which they are now engaged in order to initiate the proposed survey.

Chance: I feel convinced, however, that we need to work out arrangements to put personnel on this type of job. The main thing, of course, is to agree on the job. To that end I suggest that further consideration should be given to the detailed procedure.

Davis: Is it your idea that the proposal should have further study before adoption by this group?

Cooper: I suggest that the matter be brought before the Deans and Directors for further study.

Chance: Adoption of the proposal would place us in a position to work out the details as to organization, procedure, etc.

Davis: I offer a substitute motion that the report be referred to the Committee on Resource Utilization for further consideration so that the objectives can be more clearly worked out and that the results to be expected can be more clearly seen.

Stuckey: I second the substitute motion.

Cooper: Mr. Chance, are you willing to accept the substitute motion or would you prefer to call for a vote on the original motion?

Chance: In view of the discussion I feel that the Conference is not prepared to act on the proposal at this time. Therefore, I accept the substitute motion.

The vote was therefore taken on the substitute motion and was agreed to.

Chance: The fact is that the proposal brought before the Conference has been carefully discussed and considered. I do not see how a group of this kind can be expected to familiarize itself with the details of procedure involved in the carrying out of a field survey. For such details we commonly rely upon our technical personnel. If the Conference continues to approach the problem from the same point of view, I predict the same result at your next meeting. In view of the wide

range of specialists who have worked on this procedure I am unable to see how it can be improved by further discussion. Possibly I attach too much importance to the job here proposed. I think it is the most important problem that has come before this Conference today. It involves the proper evaluation of the whole test-demonstration farm program. In order to facilitate acceptance of the proposed work I suggest that it would be desirable to broaden the special committee working on this problem as to subject matter and to give more time to explaining the implications of the work.

- McAmin: On the motion to refer the proposal to the Committee on Resource Utilization for further consideration, I voted yes. That vote on my part implies, however, no disagreement with Dr. Kellogg as to the importance of this work. I believe, however, contrary to what Dr. Kellogg suggests, that the committee, working on a somewhat broader basis, can improve on the proposal before us. I voted yes for two reasons: While I have full confidence in the objectives of the proposed procedure and I am fully convinced as to the need for work of this type, I believe that the details of the procedure might be pretty thoroughly tested in the field before they are put in practice on too broad a scale. But more important than that, I voted yes because I believe that the fundamental thing is that all the agencies participating under the Memorandum be in agreement on whatever job we undertake in order that the work may be carried out systematically and uniformly throughout the Valley region. It is of paramount importance that we be together.
- Funchess: What are the objectives and how do we approach them? That is one aspect of the matter. If the objectives are obtained, will the results be worth the effort? Those questions are fundamental to every research undertaking. Until satisfactory answers are given to them, I shall vote no on this proposal.
- Kellogg: As I said, I believe that the problem can be best approached by having a broader committee set up. Possibly a man from each State should be on the committee and the committee should have adequate time to consider and discuss problems of organization and procedure fully.
- Cooper: The Conference has, of course, not voted against the proposal. The action taken by the Conference simply



means that the committee is requested to carry over the proposal further with a view to clarifying the situation with regard to the points raised. I feel that the committee now has a better basis to consider the problem. Of course, if a larger special committee is desired you have authority, Mr. Chance, as Chairman of your committee, to handle this as you think proper.

This concluded the report of the Committee on Resource Utilization.

#### IV. Report of Committee on Research

Professor R. W. Cummings, representing Director L. D. Baver, Chairman, Committee on Research, presented the report of that committee (appendix E, p. 37). Proceedings relating to this report follow.

1. State estimates of fertilizer needs.
2. Proposal to place the job of assembling States' reports of fertilizer needs on the Correlator for the Committee on Research.
3. Four bases for making estimates of fertilizer needs proposed.

#### DISCUSSION

Cummings: The committee attempted to get together to work on some of these items but was unable to do so until yesterday. There are no recommendations except that the matter of developing recommendations on fertilizer needs be referred to the Correlator for the Committee on Research.

Cooper: What do you wish to do with the report?

Stuckey: I move adoption of the report.

Coleman: I second the motion.

The motion was agreed to.

This concluded the report of the Committee on Research.

#### V. Report of Committee on Extension

Director P. O. Davis, Chairman, Committee on Extension, presented the report of that committee (appendix I, p. 39). Proceedings relating to this report follow.

## DISCUSSION

Mr. [unclear]: I move adoption of the report.

The motion was seconded and agreed to.

This concluded the report of the Committee on Extension.

Mr. [unclear]: Regarding the proposal for a publication for the Tennessee Valley region, previously discussed (text, p. 8), the reasons behind this proposal are:

1. The lack of public understanding of the program and philosophy relating to industry and agriculture in the Valley States.
2. The need for a regular and systematic medium of stating and disseminating ideas and findings pertinent to the Valley program.
3. A well-edited monthly publication in which facts are accurately stated and well presented and distributed to an appropriately selected mailing list should contribute a great deal to the public understanding of the Valley program. Probably such a publication should go to agricultural workers, members of Congress, members of State legislatures, bankers, leading farmers, and professional workers. The publication should concentrate upon clarifying the underlying ideas in the Valley program. Of course, to maintain such a publication will require a staff and a staff of experts at that. It seems to me that arrangements could be worked out so that the proposed publication could be handled by the Valley States on some cooperative arrangement.

## VI. Other Business

Cooper: Are there other reports? Is there any other business that should come before us?

Mr. [unclear]: One question: As I understand it we are in agreement as to the proposed Committee on Cooperatives. Are we to go ahead and set this committee up?

Cooper: Yes, a recommendation has been made and adopted that the committee be established and appointments be made as was done in the case of the other standing committees.









VII. Place and date of next meeting

Cooper: Have you a suggestion as to the date and place for the next meeting of the Conference?

Brown: You are invited to come to Atlanta for your next meeting. I move that the next Conference be held in Atlanta on Tuesday, April 3, 1945.

Funchess: I second the motion.

The motion was agreed to.

VIII. Adjournment of Conference

Goodman: I move that the Conference adjourn.

Stuckey: I second the motion.

The motion was agreed to and the Conference accordingly adjourned.

APPENDIX

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

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APPENDIX A  
(See text, p. 4)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

ROLL OF CONFERENCE

Alabama

Davis, P. O., Director, Agricultural Extension Service, Auburn  
Funchess, M. J., Dean, School of Agriculture, Auburn

Arkansas

None present

Florida

None present

Georgia

Brown, Walter S., Director, Agricultural Extension Service, Athens  
Stuckey, H. P., Director, Agricultural Experiment Station,  
Experiment

Kentucky

Cooper, Thomas P., Dean, College of Agriculture, and Director, Agricultural Experiment Station and Agricultural Extension Service, Lexington

Louisiana

None present

Mississippi

Coleman, Russell, Associate in Soils, representing Clarence Dorman, Director, Agricultural Experiment Station, State College  
Jones, L. I., Director, Agricultural Extension Service, State College

North Carolina

Cummings, R. W., Head, Department of Agronomy, representing L. D. Baver, Director, Agricultural Experiment Station, Raleigh  
Goodman, J. W., Assistant Director, Agricultural Extension Service, representing I. O. Schaub, Dean, School of Agriculture, and Director, Agricultural Extension Service

South Carolina

None present

Tennessee

Chance, F. S., Assistant Director, Agricultural Experiment Station,  
Knoxville

McLeod, J. H., Assistant Director, Agricultural Extension Service,  
Knoxville

Virginia

Hutcherson, J. R., Director, Agricultural Extension Service,  
Blacksburg

Tennessee Valley Authority

Neill, Neil, Chief Conservation Engineer, Knoxville

Allen, William E., Chief, Program Review and Analysis Staff, Department of Agricultural Relations, Knoxville

McAnis, J. C., Director, Department of Agricultural Relations,  
Knoxville

Salter, L. C., Chief, Cooperative Management Staff, Department of Agricultural Relations, Knoxville

White, E. H., Chief, Tests and Demonstrations Staff, Department of Agricultural Relations, Knoxville

U. S. Department of Agriculture

Kellogg, Charles E., Chief, Division of Soil Survey, Bureau of Plant Industry, Washington, D. C.

Consulting Committee

Cooper, Thomas F., Chairman, representing Land-Grant Colleges  
Lexington, Kentucky

Kellogg, Charles, E., representing J. L. Bostman for the U. S.  
Department of Agriculture, Washington, D. C.

McAnis, J. C., representing Tennessee Valley Authority, Knoxville,  
Tennessee

Clayton, C. F., Executive Secretary, Knoxville, Tennessee

American Farm Research Association

Searneth, George, Director of Research, Lafayette, Indiana



APPENDIX B  
(See text, p. 4)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

PROGRAM

Morning Session

- Opening of the Conference ..... Chairman Thomas P. Cooper
- I. Report of Correlating Committee ..... Thomas P. Cooper, Chairman
- A. Progress report
1. Fertilizer estimates for the Tennessee Valley
  2. Distribution and application of aqua ammonia
  3. Postwar planning
  4. Education
  5. Appointment of Standing Committees
- B. Proposals and recommendations
1. Statement to clarify meaning of phrase "a joint coordinated activity," as used in the Memorandum of Understanding
  2. Authorization to employ a statistical assistant for the office of the Executive Secretary of the Correlating Committee
  3. Making the Chairman of a Standing Committee a member ex officio of the Conference
  4. Making a member of the Correlating Committee a member ex officio of the Conference
  5. Monthly publication for distribution to institutions and agencies in the Valley States
  6. Contribution of farmers to cost of material used in test-demonstration program
- II. Report of Committee on Organization ..... J. R. Hutcheson, Chairman
- A. Progress report
1. General features of present Valley organization to achieve "joint coordinated activity"
  2. Question referred to the Committee

## B. Proposals and recommendations

1. Establishment of a "Committee on Cooperatives"
2. Creation of four full-time jobs: Correlator for the Committee on Research; Correlator for the Committee on Resource Utilization; Correlator for the Committee on Extension; Correlator for the Committee on Cooperatives
3. Use of "correlators" as a regional "reviewing" staff to service all parties to the Memorandum of Understanding
4. Use of "correlators" as a regional "analysis" staff to service all parties to the Memorandum of Understanding
5. Employment of a State Contact Officer in each Valley State on a full-time basis
6. Establishment in each Valley State of a "Committee on Tennessee Valley Program"
7. Integration of work of Executive Secretary of the Correlating Committee and of the State Contact Officers

## Luncheon

(Arrangements have been made for a group luncheon at the Tutwiler Hotel)

## Afternoon Session

### III. Report of Committee on Extension ..... P. O. Davis, Chairman

- A. Progress report
- B. Proposals and recommendations

### IV. Report of Committee on Resource Utilization..Frank S. Chance, Chairman

- A. Progress report
  1. TVA panel on postwar planning study
  2. Joint field survey
  3. Special Committee on Postwar Plan for Agriculture in the Tennessee Valley

## B. Proposals and recommendations

1. Introduction
2. Objective
3. Organization
4. Personnel
5. Policy
6. Anticipated results

V. Report of Committee on Research....R. W. Cummings, Acting Chairman

A. Progress report

B. Proposals and recommendations

1. State estimates of fertilizer needs
2. Proposal to place the job of assembling States' reports of fertilizer needs on the correlator for the Committee on Research
3. Four bases for making estimates of fertilizer needs proposed

VI. Other business

VII. Date and place for next meeting of the Conference

VIII. Adjournment of the Conference



APPENDIX C  
(See text, p. 5)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REPORT OF CORRELATING COMMITTEE  
by  
Thomas P. Cooper, Chairman

PROGRESS REPORT

Some of the items which I am going to mention in this statement are included merely as a matter of information for the Conference. With regard to some items, however, you may wish to offer comments or recommendations. Please do not hesitate to stop me at any time for that purpose.

I. Fertilizer estimates for the Tennessee Valley

At the last meeting of the Conference I quoted to you some figures submitted by the various States regarding fertilizer needs of the Tennessee Valley. These figures will be found in appendix D of the Minutes of the Conference. A copy of these figures has also been prepared and mailed to each member of the Conference. I assume that all of you have received this material.

Another item of current interest in connection with fertilizer estimates for the Valley relates to the work on production adjustments in 1944 carried on by the Bureau of Agricultural Economics in cooperation with the States.

The Committee requested Dr. Thornton J. Johnson, in charge of this work, to make certain changes in the procedure originally suggested in order to obtain estimates for the Tennessee Valley separately and to include estimates on a basis that would reflect what in addition to the bare quantities of fertilizers which farmers would find it profitable to use.

Dr. Johnson, in his reply, expressed willingness to work with us along these lines. Accordingly, the matter was referred to Dr. Bayer's Committee on Research with a request that Dr. Bayer work out with Dr. Johnson the appropriate procedure and methods.

Perhaps Dr. Cummings, who is representing Dr. Bayer, and will later present the report of the Committee on Research, will advise us of the status of this matter when the report of that committee is given.

## II. Distribution and application of aqua ammonia

Most of you are familiar with the Conference on the Distribution and Application of Aqua Ammonia held at Wilson Dam on November 5, 1943. I mention the matter merely to report that the special committee of Agronomists and Agricultural Engineers did some helpful work on this matter, including arrangements for the handling of requests for the pump developed by the Tennessee Station for the more effective application of aqua ammonia. I understand that Mr. Nolan Mitchell of the TVA has responsibility for the distribution and maintenance of these pumps.

## III. Postwar planning

As many of you know, TVA has for considerable time had a special panel working on a postwar plan for the Tennessee Valley. In connection with the report of this panel there is needed, of course, a statement of the postwar program for agriculture in the Valley. TVA has requested the cooperation of the Land-Grant institutions in developing such a postwar plan for the Valley region.

Before reporting to you further developments along this particular line, I would like to mention the plan of the U. S. Department of Agriculture to provide technical assistance to agriculturally based communities undertaking community planning for postwar jobs. Dr. Mordecai Ezekiel, in charge of this work for the Department, spent a day in Knoxville on June 15 in conference with various groups to explain this plan. The Commerce Department of the TVA has offered to supply such available materials as might be useful for the proposed work, 1/ and the Acting Executive Director of the Tennessee State Planning

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1/ Letter dated September 21, 1944, from John R. Lewis, Director, Commerce Department, TVA, to Dr. Mordecai Ezekiel:

Since your conference here on June 15 and Mr. Benton's on June 30, we have given much thought to your proposal for industrial surveys of cities in rural communities. We were impressed with the clarity with which you presented it, and hope that we may find a way to cooperate to the extent that the proposal relates directly to the work in which we are engaged.

Our approach to the problem of industrial development, which we outlined briefly to you, involves the building up of basic industrial resources, including soils, forests, water power, and river channel. We have carried on technical research in cooperation with the public research institutions of the region, operated industrial pilot plants in some cases, conducted intensive market studies of outlets for specific products, and utilized the resulting technical and business information to give concrete and practical advice and assistance to private enterprise upon request, particularly to the smaller businesses. We feel that this approach is producing worthwhile results. While we have found that the transition from



experimental development to actual commercial operations is not easy to bring about, we have to date found no effective shortcut for the method of basing industrial development in rural areas on the findings of research centered on specific enterprises or industrial processes.

We also have helped communities obtain necessary experience and data in connection with specific proposals for new industries which may or may not depend on local raw materials. If local communities should undertake to make their own industrial surveys, we stand prepared to supply what materials we have, but we would indicate to them that TVA's best contribution lies in working with them on the analysis of specific proposals from an operating standpoint. In some fields, including certain types of food processing and the utilization of certain local minerals, the Authority, through its contacts with the federal departments in Washington and as a result of its own experience, renders technical assistance which local people could not obtain by themselves. The Authority has on its staff a variety of engineering talent available for analyzing the possibilities of many kinds of industrial proposals and for supplying a certain amount of technical assistance.

We all enjoyed meeting with you on the occasion of your visit. A copy of this letter is being sent to Dr. George I. Whitlatch, Executive Director of the Tennessee State Planning Commission, Nashville, Tennessee, who is in touch with the agencies who were represented at the meeting in Knoxville.

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Commission has expressed willingness to act as liaison representative for that State in connection with this job. 2/

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2/ Letter dated July 22, 1944, from Dr. George I. Whitlatch, Acting Executive Director, Tennessee State Planning Commission, to Mr. John P. Ferris:

We have had from Mr. Alva H. Benton of the U. S. Bureau of Agricultural Economics, Division of Program Studies and Discussion, the report of his talks with you, several other TVA officials and Dr. Brehm, of the University of Tennessee Agricultural Experiment Station, in regard to assistance in a trial of their postwar employment and industrial development survey at some locality in Tennessee.

Mr. Benton indicates that it is the consensus of opinion of your organization and of the University officials that the Tennessee State planning Commission is the logical State agency



for acting as a sort of liaison representative for the State in connection with assistance to the Department of Agriculture's proposed postwar survey in the Jackson area. We shall be very glad to act in that capacity and, particularly so, if we know that we will have the advisory assistance of your department and those of other interested departments of the Authority in respect to technical problems that may arise during the course of such survey.

As we see the situation, our function will be one of keeping the several agencies within the State, such as the TVA and the University, informed as to the progress of the U. S. Department of Agriculture's projects and, whenever necessary, to make any possible arrangements for giving advisory assistance. We feel that we are the proper agency for these matters to clear through, but, on the other hand, we are not attempting to act in any way as sponsor for the project, preferring to let the entire responsibility for this rest with the U. S. Department of Agriculture.

Under these circumstances we feel sure that we can count upon having your usual cordial cooperation.

We have written similarly to Dr. Brehm as to our position. Copies of this letter to you are also being sent to Mr. Menhinick and Mr. McAmis for their information.

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On August 31, 1944, Dr. Alva H. Benton, who is working with Dr. Ezekiel on this program, wrote a letter to the Committee in which he said that he had found considerable interest in several of the States in the problem of commercial development of the frozen food industry, in the community locker plants, and in home freezing units. Dr. Benton suggested that a regional conference on the frozen food outlook and possible developments in the southern Appalachian States might be desirable. He requested the suggestions of the Committee as to the desirability of such a meeting and when and at what place during the next five or six months such a meeting might be held. The Committee would be glad to have the benefit of your suggestions on this matter.

To return to the question of a postwar agricultural program for the Valley, you will be greatly interested, I know, in listening later to the report of Mr. Chance, Chairman of the Committee on Resource Utilization, who has been working on this particular problem.

#### IV. Education

Some time ago Director Brown made an interesting suggestion regarding the establishment of a regional distribution center for educational

films. I know that Mr. McAnis was interested in this matter but I am not sure that an opportunity has been found to canvass the possibilities. Perhaps Director Brown or Mr. McAnis will consent to tell us something about the present status of this suggestion.

#### V. Appointment of Standing Committees

At your last meeting, you will recall, you instructed your Chairman to make certain appointments to Standing Committees established by the Conference at that time. I believe that all of you have been advised as to these appointments. Chairmen of some of the Committees have added to the membership of their Committees. A list of the current membership of the various committees has been mailed to you and I assume that each of you has such a list. 3/

3/ The list of Members of the Standing Committees of the Conference, as of October 1944, follows:

##### Committee on Organization

J. R. Hutcheson, Chairman	Virginia
L. D. Bayer	North Carolina
F. S. Chance	Tennessee
P. O. Davis	Alabama
L. I. Jones	Mississippi
E. H. Wiecking	USDA

##### Committee on Research

L. D. Bayer, Chairman	North Carolina
M. J. Funchess	Alabama
H. P. Stuckey	Georgia

##### Committee on Extension

P. O. Davis, Chairman	Alabama
C. E. Brehm	Tennessee
Walter S. Brown	Georgia

##### Committee on Resource Utilization

F. S. Chance, Chairman	Tennessee
Clarence Dorman	Mississippi
I. O. Schaub	North Carolina
Charles E. Kellogg	USDA



## Committee on Cooperatives

L. I. Jones, Chairman  
Walter S. Brown  
A. W. Drinkard, Jr.

Mississippi  
Georgia  
Virginia

As most of you know, Mr. Frank S. Chance, Assistant Director of the Tennessee Experiment Station, has been appointed Chairman of the Committee on Resource Utilization to succeed Director Moore who felt compelled to resign from that committee. I know that all of you will be pleased to know that Mr. Chance has accepted this important assignment and will share my confidence that the work of this important committee will be handled to the best advantage in his experienced hands.

I might mention, also, that at your last meeting it was recommended that a State Contact Officer be officially designated for each State and that the Executive Secretary of the Correlating Committee be advised of this action. So far as our information goes only Kentucky, Mississippi and Virginia have designated such officers.

### PROPOSALS AND RECOMMENDATIONS

#### I. Definition of "a joint coordinated activity"

There appears to be some need for clarification of the meaning of the phrase "a joint coordinated activity," as used in the Memorandum of Understanding. By referring to the Memorandum of Understanding you will note that proposals involving "a joint coordinated activity" are to be cleared by the Correlating Committee. At its last meeting, the Conference adopted a simplified procedure for accomplishing this so that there should be no unnecessary delay involved in clearing such proposals. The problem is to determine what constitutes "a joint coordinated activity" under the Memorandum. A statement designed to clarify the meaning of this phrase has been prepared and is submitted for your consideration. It has not proved to be an easy matter to draw up a simple and yet understandable statement. The one which we are submitting for your consideration is open to such improvement and simplification as you may be able to suggest. Admitting, however, that there is need to clarify the meaning of the phrase used in the Memorandum, this statement may serve as a starting point. It reads as follows:

The phrase "a joint coordinated activity," as employed in the Memorandum of Understanding, involves (a) participation of two or more Valley States, the USDA, and/or the TVA in (b) a "project" within the Tennessee Valley Region for experimental research, a field survey, an extension activity or program, or an educational activity or program which, in the opinion



of the Correlating Committee, is (c) agricultural in character and (d) of regional significance or scope and (e) requires unified action among the participants to achieve the regional objectives sought.

Any "Proposal" for an activity within the Tennessee Valley Region that involves condition (a) or both conditions (a) and (b) will be assumed to constitute "a joint coordinated activity" under the Memorandum of Understanding until referred to the Correlating Committee in accordance with the procedure adopted by the Valley-States Conference at its meeting on April 3, 1944; and affirmative determinations as to conditions (c), (d) and (e) shall be made by the Correlating Committee (in accordance with the procedure adopted) before a "project" is initiated.

There are three recommendations which the Correlating Committee wishes to submit for your consideration:

1. That the Correlating Committee be authorized to employ a statistical assistant (approximate grade, P-2, \$2600) to serve on the staff of the Executive Secretary, subject to administrative arrangements for payment of salary and expenses of this employee in accordance with the provisions of the Memorandum of Understanding relating to compensation of the Executive Secretary.
2. That the Chairman of a Standing Committee of the Conference shall be a member ex officio of the Conference.
3. That a member of the Correlating Committee shall be a member ex officio of the Conference.

## II. Proposed monthly publication

Recently, Director Davis suggested the idea of a monthly publication to carry materials of particular significance to the Valley area for distribution to interested agencies. Mr. Gordon E. Clapp, General Manager of the TVA, suggested that this matter be brought to the attention of the Conference. I am happy to do this.

## III. Contribution of farmers to cost of material used in test-demonstration program

On September 7, 1944, Mr. E. H. Smith, Chief, Tests and Demonstrations Staff, Agricultural Relations Department, TVA, addressed the following memorandum to the Executive Secretary:

From time to time the question has been raised as to whether, as a matter of policy, test-demonstration farmers should be required to bear a part of the expense of the fertilizer supplied by the Authority.

We have had considerable discussion about this matter and there are various memoranda in regard to it. Without endeavoring to summarize what has transpired since this matter was set forth in the memorandum of Mr. Agar to Mr. Clapp under date of April 24, 1944, I am submitting a file which you perhaps would like to review and which you may return to me when it shall have served its purpose. You will note in this file a memorandum from Mr. Rose to Mr. McAmis, Mr. Salter, and myself under date of June 16, 1944, "Agenda for Staff Committee Meeting." You will also note a copy of a memorandum from Mr. McAmis to Mr. Bass under date of June 23, 1944, and which in my opinion commits Agricultural Relations Department to bring this matter up before the Valley Conference in October, as is indicated by the second paragraph of the memorandum. You will also note an informal document, "Draft 7-28-44 EHW:FM," which might be termed the pros and cons of this situation. You will also find two memoranda from Dr. Fippin to me, one under date of June 21 and another under date of August 3, and will also find a memo from Mr. Rommel to me under date of July 31. You will also find a memorandum from Mr. Rose to me under date of June 20. I believe this constitutes the file.

What I am interested in is that this matter become a part of the agenda for the October 3 meeting. Just whether it should be set up in documentary form or whether we would merely toss it out for the folks to discuss, having in mind any pertinent information that may be contained in the documents, in case it was called for by the participants in the Conference, is a matter you can best decide.

Accordingly, this problem is referred to the Conference for consideration.

APPENDIX D  
(See text, p. 19)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REPORT OF COMMITTEE ON ORGANIZATION

by

John R. Hutcheson, Chairman

PROGRESS REPORT

I. Present Organization

Probably most of those present have a copy of the Memorandum of Understanding, which was recently mailed to the members of the Conference. You will recall that under the Memorandum of Understanding certain organizational and procedural arrangements are set out to facilitate carrying on "joint coordinated activities" in the Valley region. These arrangements include:

1. Correlating Committee. This Committee consists of three members. One member represents the State agricultural colleges, one represents the Department of Agriculture, and one represents the Tennessee Valley Authority. The Committee is authorized to employ an executive secretary. The essential function of the committee is to facilitate achievement of the purposes set forth in the Memorandum of Understanding. It governs the procedure for achieving this is to route each proposal for a joint coordinated activity (which proposal may originate with the Committee or with any of the participating agencies) to the Committee for consideration. The proposals for joint coordinated activity which the Committee deems to have merit are submitted to the participating agencies with suggestions and recommendations of the Committee.
2. State Contact Officer. Provision is made under the Memorandum for a State Contact Officer to be selected by the Director of the Experiment Station and the Director of Extension in the respective States. The functions of this officer, acting in conjunction with the station and extension staffs, is to decide upon adjustments of the State program to best coordinate with the regional Valley program. The State Contact Officer is expected to familiarize himself with the work of the agencies participating in the Valley program in so far as this work relates to the regional program, and to make



this information available to the staffs of the experiment station and of the extension service in his State.

3. Special Committees. The memorandum recognizes the advisability of setting up in each State special committees made up of representatives drawn from the staffs of the experiment station and of the extension service to consider special projects in such fields as erosion control, land utilization, rural credit, land settlement and rural electrification.

In addition, there is, of course, the Valley States Conference. This Conference is comprised of the Deans of Agriculture and Directors of the Agricultural Experiment Stations and the Extension Services of the Land-Grant Colleges, the Director of the Office of Experiment Stations and the Director of Extension Service, USDA, and the Director of the Department of Agricultural Relations, TVA.

As you know, the Executive Secretary of the Correlating Committee serves as Secretary of this Conference and also as Secretary of each of the four committees which the Conference has set up. These committees include, you will recall, the following:

1. Committee on Organization
2. Committee on Research
3. Committee on Extension
4. Committee on Resource Utilization

The Conference, at its last meeting, also took another step to facilitate the carrying out of a coordinated program. I refer to the action by which the Conference authorized the Executive Secretary of the Correlating Committee to clear proposals, under specified conditions, or for the Chairman of the Correlating Committee to clear proposals on behalf of the entire Committee. Of course these actions were taken to expedite the handling of proposals in accordance with the procedure laid down in the Memorandum of Understanding.

Another step relating to organization which was recommended at the last meeting of the Conference was that a State Contact Officer be designated in each State and that the Executive Secretary be notified of the selection made. The Committee on Organization, in the recommendations to follow, is offering a proposal designed to strengthen further the work of the State Contact Officer.

## II. Question referred to the Committee

The need for staff services in connection with the initiation of project proposals and in connection with the analysis and review of the results

of cooperative projects has often been urged and is, I think, generally recognized by members of the Conference.

The question of providing such services was referred at the last meeting to the Committee on Organization for a report and recommendations. The following recommendations are offered pursuant to the question referred to the Committee. Although the Committee believes that the proposed actions are of real significance, it is our thought that the recommendations involve, in the main, simply a way of using the personnel that we now have.

#### PROPOSALS AND RECOMMENDATIONS

(Amendments of the Committee's recommendations made by the Conference are indicated thus: by words crossed out. With these indicated changes, the following recommendations were adopted by the Conference.)

1. That the following Standing Committee of the Conference, to consist of a Chairman and two members of the Conference to be appointed by the Chairman of the Conference, and such additional members as the Chairman of the Committee may from time to time select from among the personnel of the participating agencies and institutions, is authorized and established:

Committee on Cooperatives: To prepare and submit to the Conference an annual report, and recommendations, on farmers' cooperative associations in relation to the agricultural program of the Valley; in particular: (1) to show the progress and status of cooperative associations and (2) to propose specific programs and activities to be undertaken. Such proposed programs and activities may include (a) surveys and analyses essential to undertaking or expanding cooperative enterprises; (b) technical advisory assistance regarding the organization of farmers' cooperatives and their official management and operation; (c) educational and training work with members and employees; (d) enterprises planned, or desirable, to be undertaken or expanded by organized groups of farm people; and, in general, (e) measures to increase the effectiveness of farmers' cooperatives in aiding the individual farmer through the cooperative processing and marketing of farm products, the cooperative purchasing of farm supplies, machinery and equipment, and through the performance of other services on a cooperative basis. The report should indicate those phases of the proposed programs and activities that could best be undertaken by the Land-Grant Colleges, by the TVA, or by other agencies (particularly the Farm Credit Administration and the Bank for Cooperatives), and the relationships thereof.



That the TVA be requested to set up the following four full-time jobs and to assign one properly experienced and qualified employee to each job to perform the functions indicated:

- a. Correlator for the Committee on Research: To work in effective administrative and functional relationship to the Executive Secretary of the Correlating Committee and to be concerned primarily with the formulation and subsequent review, analysis, and presentation of the results, of the technical research program. In this capacity he will be especially concerned with "servicing" the Committee on Research and through that committee the Correlating Committee.
- b. Correlator for the Committee on Resource Utilization: To work in effective administrative and functional relationship to the Executive Secretary of the Correlating Committee and to be concerned primarily with the development of adequate methods and procedures and the initiation of proposals and projects relating to "resource utilization" and with the organization, analysis, and presentation of the results of field surveys with a view to their utilization in the Valley program. In this capacity he will be especially concerned with "servicing" the Committee on Resource Utilization and through that Committee the Correlating Committee.
- c. Correlator for the Committee on Extension: To work in effective administrative and functional relationship to the Executive Secretary of the Correlating Committee and to be concerned primarily with the formulation of regional programs for extension work that will effectively utilize the results of technical research and field surveys in the "follow through" or "action" aspects of the Valley program. In this capacity he will be especially concerned with "servicing" the Committee on Extension and through that Committee the Correlating Committee.
- d. Correlator for Committee on Cooperatives: To work in effective administrative and functional relationship with the Executive Secretary of the Correlating Committee and to be concerned primarily with furthering the Valley watershed protection and agricultural development program and with improving rural living through soundly organized and effectively managed farmers' cooperative associations: (1) by assembling information and preparing reports to show the progress, current status, and specific needs of farmers' cooperatives and the cooperative program; (2) by assisting in the formulation of programs and activities with farmers' cooperatives to be carried out by one or more



of the Land-Grant Colleges of the Valley States in consultation with the TVA, and/or the USDA, and other appropriate agencies. In this capacity he will be especially concerned with "servicing" the Committee on Cooperatives and through that Committee the Correlating Committee.

3. That these "correlators" constitute a regional staff to service all parties to the Memorandum of Understanding in reviewing and preparing recommendations regarding the technical merit of each "proposal" or "project" involving a joint coordinated activity.

(It is suggested that such recommendations should route through the Executive Secretary of the Correlating Committee to the appropriate Standing Committee of the Valley-States Conference, and from that Committee through the Executive Secretary to the Correlating Committee, for consideration and recommendation to the Valley-States Conference.)

4. That these "correlators" constitute a regional staff to service all parties to the Memorandum of Understanding in assembling, analyzing, interpreting, and presenting the results of projects involving a joint coordinated activity.

(It is suggested that such interpretation and presentation of results be routed through the Executive Secretary of the Correlating Committee for appropriate clearance, and, if the results are submitted to the appropriate agencies of the appropriate parties for their project, that the letter will be prepared by the appropriate committee.)

5. That administrative and budgetary arrangements be made to permit a State Contact Officer in each Valley State to be employed and work full-time on the Valley program is hereby recommended in accordance with the Memorandum of Understanding.
6. That provision be made, through appropriate administrative channels, to set up in each State a "Committee on Tennessee Valley Program," comprised of representatives from the Experiment Station, Extension Service, and Teaching Staffs, to assist in the more effective coordination of the State program and the Valley program.
7. That provision be made, through appropriate administrative channels, to make the Executive Secretary of the Correlating Committee (a) the party responsible for the planning of the program, (b) the party responsible for the coordination of the program, and (c) the party responsible for the presentation of the program to the appropriate agencies of the appropriate parties.

That the Executive Secretary of the Correlating Committee may (a) at the invitation of appropriate administrative officials of the cooperating State institutions participate in discussions of the program of work of the State Contact Officer and (b) request the appropriate administrative officers of the cooperating State institutions to authorize the State Contact Officer to attend joint meetings, arranged for by the Executive Secretary and presided over by him.

APPENDIX E  
(See text, p. 22.)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

RESOLUTION OF COMMITTEE ON ORGANIZATION, APPROVED BY THE ENTIRE  
CONFERENCE, RELATIVE TO THE EMPLOYMENT OF CORRELATORS BY THE  
TO SERVICE STANDING COMMITTEES OF THE CONFERENCE

October 21, 1944

Dean Thomas P. Cooper, Chairman  
Correlating Committee  
University of Kentucky  
Lexington, Kentucky

Dear Dean Cooper:

The Valley-States Conference, at its meeting on October 3, 1944, accepted a recommendation of the Committee on Organization that the TVA be requested to set up four full-time jobs and to assign one properly experienced and qualified engineer to each job to serve, respectively, as Correlator for the Committee on Education, the Committee on Resource Utilization, the Committee on Production, and the Committee on Geographic Areas. The Conference also adopted recommendations of the Committee on Organization that these Correlators constitute a regional staff to service all parties to the broad body of understanding, in reviewing and preparing recommendations regarding the technical merit of proposals for cooperative activities and to serve in a similar capacity and relationship in assembling and presenting the results of cooperative projects.

In making the foregoing recommendations, the Committee on Organization was fully mindful of the general policy of the RMA and of the TVA to rely upon the State land-grant institutions to perform all tasks for which they can properly assume administrative responsibility and which are necessary to the achievement of the objectives of the TVA Act relating to the development of agriculture and to watershed protection in the Tennessee Valley.



In view of the Committee on Organization the recommendations referred to could raise no question with respect to this established policy and relationship so far as the need for the particular type of service is concerned. In fact, the Valley-States Conference, at its meeting on April 3, 1944, asked the Committee on Organization to consider specifically ways and means for securing an adequate analysis of problems and adequate measures of results of cooperative projects. Furthermore, in considering various ways and means of achieving the desired purposes, the Committee on Organization reached the conclusion that the placement of the necessary personnel on the staff of the TVA to service the various Standing Committees of the Conference would provide a more effective arrangement than any alternative plan and would be entirely consistent with the general administrative relationship maintained between the USDA, the TVA, and the Land-Grant Colleges of the Valley States. Among the alternatives discussed and the considerations leading to their rejection by the Committee in favor of the plan proposed are the following:

1. Make the proposed correlators administratively and functionally responsible to the Correlating Committee and place them on the staff of the Executive Secretary of that Committee.

There are a number of objections to this arrangement. One objection is that it would place administrative responsibilities upon the Correlating Committee which were not contemplated by the Memorandum of Understanding and would tend to impair the effectiveness of that Committee in the performance of its correlating functions. A second objection is that placement of these employees on the staff of the Executive Secretary would remove them from direct day-to-day participation in the activities that are carried on through regular administrative channels between the TVA and the several Land-Grant institutions. This would have the effect of depriving these employees of direct contact with their work, and hence impair their capacity to function effectively as correlators for the committees of the Conference. These correlators should participate directly in the work which they are seeking to correlate. A third objection to utilizing the Correlating Committee to perform the desired functions is that such an arrangement would tend to duplicate and, therefore, conflict with administrative and functional relationships already well established and channelized between the USDA, the TVA, and the Land-Grant institutions.

2. Request the Secretary of Agriculture to authorize an agency or agencies of that Department to render the desired services.

The Committee on Organization might have proposed, for example, that the Secretary of Agriculture be requested to authorize the Office of Experiment Stations to supply the services of a correlator for the Committee on Research; the Extension Service to

supply a correlator for the Committee on Extension; the Bureau of Agricultural Economics to supply a correlator for the Committee on Resource Utilization; the Cooperatives Division of the Farm Credit Administration to supply a correlator for the Committee on Cooperatives.

This arrangement, it seems to the Committee, would have obvious disadvantages. The employees, if stationed in Washington, would be far removed from the actual work and hence would not have the intimate familiarity with the materials of the job needed by them in order to function effectively. On the other hand, if they were stationed, for example, in Knoxville, they would have the disadvantage of having their administrative headquarters in Washington. Responsibility would, moreover, be distributed among a number of different bureaus, so that it would be difficult to achieve the unified type of administration that would result from concentration of the administrative unit upon the agricultural program in the Tennessee Valley as such.

Request one of the Land-Grant institutions to perform the desired services for the various participating agencies.

This arrangement would avoid some of the objections that are apparent in the two other plans referred to above. It would, however, have definite disadvantages. The arrangement would tend to place upon one State institution exclusive responsibility for decisions or activities which are joint or regional in character. If the employees had their headquarters in the particular State, they would tend to lose contact with the regional program as it takes shape in the day-to-day administrative process. If they had their headquarters elsewhere, in Knoxville, for example, difficulties of administration would be encountered and particularly so in view of the fact that an administrative official of a Land-Grant institution has as his principal responsibility the administration of programs pertinent to the agriculture of his State as distinguished from the agriculture of a region cutting across several State lines.

2. Make these correlators employees of the respective Standing Committees of the Conference.

Under this arrangement, the correlator for a particular committee might be stationed at the same place as the Chairman of the Committee he serves or all of them might be headquartered at a central place, for example, Knoxville. Under the former arrangement direct contact between the correlators would be infrequent and it would be difficult, if not wholly impracticable, for them to serve as a joint staff to review proposals or to analyze the results of cooperative projects. Under either arrangement a heavy responsibility



would be placed upon the Chairmen of the Standing Committees of the Conference to administer the activities of these correlators. The probable result would be, in view of the heavy burden of work carried by the Chairmen of the Committees, that the correlators would tend to be left to their own devices, with the result that a need would soon be felt for a correlator for the correlators.

5. Make these correlators employees of the Valley-States Conference.

Such an arrangement appears to the Committee to be wholly impracticable. The question of paying the employees, as well as the question of administering their activities, would be complicated quite beyond any apparent advantages that could be expected from such an arrangement. In fact, the working out of a plan along this line would probably lead to a proposal to set the jobs up with the Correlating Committee, and the objections to this arrangement have already been noted.

Some of the foregoing alternatives to the plan proposed by the Committee were discussed at the meeting of the Committee on Organization presided over by Director P. O. Davis, held in Birmingham on October 2, the day before the meeting of the Conference. However, for the sake of brevity, the Committee on Organization, in presenting its report to the Conference, did not discuss these various alternatives. In order, however, that the record may be clear, the Committee on Organization wishes to file this supplementary report for the consideration and approval of the Correlating Committee as to the major considerations which led the Committee on Organization to propose that the TVA be requested, in the interest of the joint agricultural program of the Valley and pursuant to the established relationships under the Memorandum of Understanding, to employ these correlators to service the Standing Committees of the Conference and through these Committees the Correlating Committee.

Accordingly, this supplementary report is submitted for the official consideration and approval of the Correlating Committee.

Sincerely yours,

COMMITTEE ON ORGANIZATION

Approved:

CORRELATING COMMITTEE

/s/ Thomas P. Cooper  
Thomas P. Cooper, Chairman

/s/ J. R. Hutcheson  
J. R. Hutcheson, Chairman

/s/ L. D. Bayer  
L. D. Bayer





APPENDIX F  
(See text, p. 24.)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REMARKS OF DR. GEORGE SCARSETH  
(Made at the luncheon session)

Well, gentlemen, I find myself now a freshman in the field of farm cooperatives. As Director of Research for the American Farm Research Association, I am directly affiliated with the American Farm Bureau Federation. I am keenly conscious of the great mass of information that is being ground out by the various research organizations of the nation. It is an objective of my organization to attempt to close the gap between discovery and use--so that the farmer-owned and operated cooperatives may develop with more factual knowledge and may maintain closer contact with the discoveries of technical information. There is a big field of opportunity in the implementation of research and in using it to greater advantage. Great possibilities for sound development can result when farmer cooperatives and Land-Grant College organizations work together.

A particular function that is coming under my field is one that has been called the national fertilizer program. Recognizing, as you people do, that the welfare of our nation is very closely tied up to the productivity of our land, we know that if the land goes down in productivity down go all the processing enterprises or businesses concerned with the converting of raw materials of the soil into foods, feeds, fibers and oils. Our whole well-being relates back to the productivity of our land, which is our one primary and basic factor.

We are a young nation--so young that our viewpoints have not always been on the beam of facts. We are still relatively rich in our natural resources because we are young. However, some parts of the United States are not so rich in resources because of climatic influences and mineral and soil backgrounds. When we look at the state of productivity of the land we know that something must be done--we know that research knowledge must be applied to save or restore our soils.

The Middle West has sometimes been called the Ukraine of America. I have been impressed by the fact that this area is tremendously productive. But there are "hunger signs" in the growing crops that show that there is trouble ahead if we just continue on the pattern of the past--a pattern that is largely soil mining. We must not use up all our

resources and become weak before we recognize it. We must preserve soil fertility or soil productivity will be lost before we can do anything about it, and down will go our civilization!

Improvements have been effected by various devices, all good in their part. For instance, the commercial utilization of hybrid corn has caused a 20 percent increase in the production of that crop. This is using a more efficient plant machine, but it is like "new leather in the game." It has increased yield but at the expense of soil fertility. There have been improvements in other yield-improving steps which I will not go into, as the use of improved machinery, more extensive drainage, and stimulating quantities of fertilizer. All these add to the picture that makes our agricultural production look good. But the soil fertility continues downward.

One responsibility of agricultural leaders is to analyze available facts and to look at them boldly and frankly. We cannot be biased or selfish in our thinking. We see these facts and recognize certain problems. Are there any avenues we can take to solve these adequately such problems?

If agriculture is going to continue to be the basis of our existence, our lands must be preserved not from erosion alone but from exhaustion of fertility as well. Erosion is one result of soil depletion. Without fertility in the land for productivity we have nothing. No soil needs to be unproductive since we have the means to make it productive.

Some economists have said that if we heed the advice of agronomists the surplus of food would be so great that we could not market our products. This is true if all the land was to be used in intertilled crops heavily fertilized, but why not use less land to make our crops and make these under more intense methods. We know how to make more per acre--costing less per unit by using scientific methods.

The problem we must face, if we are going to keep America strong, is to work out means that will insure adequate additions of mineral elements to the soils of the nation, so that they will be maintained fertile and productive in times of peace as well as in wartime. The biggest job is to provide farmers with two elements: phosphorus and potash; these with an abundant of lime will distributed throughout the nation make it possible to grow considerable nitrogen, especially where legumes can be used.

Being influenced by what land-grant college people have said, we are figuring the need for a fertilizer program on the basis of 1/2 million tons of  $P_2O_5$ , 1 1/2 million tons of  $K_2O$ . This is what the soil needs, expressed as a minimum, not necessarily what the farmer will buy or is willing to buy.



There is the question: What shall be done with the nitrogen plants? Intelligent farmers that see the need for nitrogen in American agriculture are watching with considerable interest for fear they may be erased and thrown away. Yes, we are interested in how we are going to use these nitrogen factories. No plans to date are concrete. We of the Farm Bureau Federation are not here to say what should be done, but it is our hope that we can help instrument the things that you recommend.

So I welcome this opportunity, Dean Cooper, to talk to these Deans, Directors, and leaders in order to indicate that we are anxious to help to put in a program for the American farmer that will facilitate a means of obtaining adequate quantities of phosphorus, nitrogen and potash to replenish the land.

We have today enough fertilizer manufacturing equipment to make the amounts of fertilizers that farmers demand. But the demand is not enough and should be greater. If it is not increased, down go our soil resources and down goes our basic structure for a thriving economy and a healthy people. It is partly the responsibility of every citizen in American to help to a certain extent. It is even the concern of a "cliff dweller" in New York City that the American lands remain productive. When soils are so far exhausted that the gross annual income for a farm family is as low as \$200, as in thousands of cases it is in the poorer soil areas of the nation, it is time for something to be done.

Our thought, as a means of instrumenting some action, is that an over-all farm cooperative may be created. This is only in the thinking stages and is not yet concrete. There will be an attempt to create an over-all American cooperative that will represent not only the American Farm Bureau but all agricultural cooperatives in an effort to get title to adequate government reserves of phosphorus and potash, and perhaps a nitrogen plant or two. This is a gigantic task--it will call for well considered plans.

A preliminary report was made by Corbett and Kirkpatrick of the American Farm Bureau Federation on March 1, 1944, outlining what was considered to be the essential or desirable features of a national fertilizer program. This report was sent to you Directors in the Land-Grant Colleges. Today, it looks that the creation of an over-all cooperative organization will be attempted which may be financed by a Government finance corporation, such as the Bank for Cooperatives on some loan basis. Some think the government should help on the grounds that this is a problem of all the American people. It is proposed that the farmer-owned cooperatives should handle 10 percent of the fertilizer business of the nation; 10 percent of  $3\frac{1}{2}$  million tons would be 350,000

tens of  $\text{P}_2\text{O}_5$  and 10 percent of 1,000,000 tons would be 100,000 tons of  $\text{K}_2\text{O}$ . Out of that material it is anticipated that an allocation of perhaps half of that quantity will be made for distribution by farm cooperatives for use in farm demonstration work through the State extension services.

Our greatest bottleneck to get adequate fertilizers used will be one of education. It is to the well-being of the people of our nation to help provide such aid as may be necessary to educate the farmers of America to use this material in the way it should be used. The problem is so gigantic that it necessitates nation-wide aid. I can anticipate an accompanying legislative effort to get an appropriation for the Land-Grant Colleges for a sum of money to pay for the phosphate and potash used in demonstrations as well as to pay for the educational effort for getting it out to the farmer. There, in broad outline, is something on which we can pick at pro and con. The problems involved in this line of thinking include many difficult steps; and there will be certain opposition. There will be accusations of all types, but now is the time for statesmen, not only on political problems but for the good of our land and its people. I am glad that we have the opportunity to work with problems such as these.

It is imperative that we get and utilize effectively these phosphate and potash lands. You all know the phosphate situation and how important it is to our future. Phosphates have played a very strategic role (in our favor) in this war. It is, of course, a military secret just how important a part they have played. You know the situation in Tennessee with respect to reserves. The deposits in Florida are extensive but quite a bit of these are already held by private enterprises. So it will be difficult to get phosphate lands in Florida. But in the West it is a different story. I came yesterday from Wyoming. I was impressed by the quantity of phosphate rock that lies on this side of the Rocky Mountain Divide. It is tremendous. There, too, are huge coal veins exposed to the surface of the ground. Resources galore! I thrilled at the sight of it all. Phosphate deposits in extensive beds, only seven miles from a railroad; coal along the railroad, and plenty of fresh water! It made me anxious to see some of that phosphorus moved on to the lands of America where it could do so much good!



APPENDIX G  
(See text, p. 25)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REPORT OF COMMITTEE ON RESOURCE UTILIZATION  
by  
Frank S. Chance, Chairman

PROGRESS REPORT

With your permission, Mr. Chairman, before submitting the specific recommendations of the Committee, I would like to make a brief statement to the Conference as a background for the proposals to be submitted.

For some time, the TVA has had a special panel working on the broad problem of postwar objectives and programs for the Tennessee Valley. The work of this panel has, of course, involved consideration of a much broader field than agriculture as such. However, agriculture is necessarily an essential and vital segment of a postwar program for the Valley. Naturally, the Department of Agricultural Relations of the TVA has been looked to by the panel to supply the materials and develop the recommendations pertinent to the agricultural segment of the comprehensive report.

Consistent with their established policy of relying upon the cooperating land-grant institutions for leadership in the development of the Valley agricultural program, officials of the Department of Agricultural Relations, TVA, took up with the Executive Secretary of the Coordinating Committee the question of enlisting the cooperation of the land-grant institutions in the development of a postwar plan for agriculture in the Valley.

On June 12, Mr. E. H. White and Dr. E. O. Fippin of the TVA, and Mr. Clayton conferred with Director Loceta, at that time Chairman of the Committee on Resource Utilization, on the question of working out a unified plan of action in the agricultural field between the Tennessee Valley States and the TVA on postwar readjustments.

Following this Conference, on June 21, Mr. White, Mr. Fippin, and Mr. Clayton sent a joint memorandum to Director Loceta from which I quote:

This matter is presented to you as the Chairman of the Committee on Resource Utilization of the Valley-States Conference. The reason for bringing this matter to you, as explained in



our conference, is that the several Valley State Land-Grant Colleges, acting with the United States Department of Agriculture, have prepared reports on postwar agriculture each for its area. In the meantime TVA as a regional agency having certain responsibilities in the Tennessee Valley portion of these states also has been studying the same matters on an even wider horizon, of which agriculture is a part. Since, on the agricultural side especially, the Authority is committed to the policy of working with and through the Land-Grant colleges and farmers, it is vital that TVA's thinking on these matters shall be integrated with the State agencies.

Comparison of objectives in the State reports and TVA's tentative outlines indicates a very large measure of agreement, even though the approach to the problems involved is very different.

The immediate problems seem to be how the objectives as viewed by the States and the TVA may be consolidated, especially as to the Valley area and the extent to which a unified plan can be agreed upon throughout the Valley area embraced in the several States. Your Committee would seem to be the logical agency for working out these matters, since any plans for agricultural readjustment and larger and more efficient development concern the use of natural and human resources.

Briefly stated, these are the subsequent developments on this matter:

On August 14, Mr. Gordon R. Salmond, Chairman of the USDA Committee on Postwar Progress for the Appalachian Region, and Dr. Wilhelm Anderson, Regional Agricultural Analyst, Appalachian Region, and also a member of the USDA Committee, visited Knoxville to discuss the developing of a postwar plan for the Valley through the cooperation of the USDA Committee, the Land-Grant Colleges, and the TVA.

This problem was discussed with me, as Chairman of the Committee on Resource Utilization of the Valley States Conference, at the conference on August 14 attended by Mr. Salmond, Dr. Anderson, Mr. Phipps of TVA, and Mr. Clayton. At that conference it was agreed that the Chairman of the Committee on Resource Utilization would appoint a Special Committee to develop a project proposal involving cooperation of the Land-Grant Colleges of the Tennessee Valley, the U. S. Department of Agriculture, represented by the USDA Postwar Committee for the Appalachian Region, and the TVA, providing for the carrying out of field work essential for the formulation of a postwar plan for agriculture in the Tennessee Valley.

It was proposed that the Special Committee submit a project proposal to the Committee on Resource Utilization for its consideration and for transmittal with appropriate recommendations to the Coordinating Committee.

Since the development of a field method appropriate for the postwar planning job for agriculture in the Valley will be a central problem of the Special Committee, it was felt to be desirable that the work of the Special Committee be closely integrated with the work of the Committee on Research of the Valley-States Conference. The latter Committee, as you know, is headed by Dr. Bayer and is, I understand, giving consideration to a field method for carrying on the agricultural programming work in the Tennessee Valley. It is possible that a field method appropriate for one of these jobs will also be adapted to the other.

Pursuant to the understanding reached at the conference of August 14, I requested the following persons to serve on a committee to be known as "Special Committee on Postwar Plan for Agriculture in the Tennessee Valley": Dr. G. W. Forster, Head Department of Agricultural Economics, North Carolina State College, Chairman; Dr. F. J. Walrath, Farm Management Specialist, Department of Agricultural Economics, University of Tennessee, Vice-chairman; Dr. Wilhelm Anderson, Regional Analyst, Appalachian Region, and member of the USDA Postwar Planning Committee for the Appalachian Region; Dr. William E. Cole, Chief, Program Review and Analysis Staff, TVA; and Mr. J. W. Moon, Regional Analyst, Soil Use and Productivity, USDA.

The members and the Secretary of the Committee on Resource Utilization are members ex officio of the Special Committee.

The task assigned to this Special Committee was to consider the problems involved in the formulation of a postwar agricultural plan for the Valley and to prepare and submit a proposal to the Committee on Resource Utilization covering the procedure, methods and organization needed for the formulation of a postwar plan for agriculture in the Valley. That, you will all agree, is a tough assignment. The scope of the problems involved may be suggested by the following statement which I quote from the memorandum of June 21 to Director Mooers to which I previously referred:

Briefly stated in broad terms, the agricultural objectives on which there seems to be rather general agreement embrace:

1. Enlarged and more efficient production per farm and per man on farms, with all the details of practice and scientific aid that may be involved, along with associated better family living, soil and water conservation, and reservoir protection.
2. Group action by farmers, involving such matters as improved markets, supply facilities, storage, refrigeration, processing, and industries based on the products of the locality.



3. Allied policy procedures affecting rural efficiency, such as: rural electrification and its larger use for local industries; the integration of rural people in the industrial business of the locality; the control, development and distribution of the Wilson Dam fertilizer production; the conservation of Tennessee phosphates for the use of the region; a larger measure of regional self-sufficiency of products; and the equitable balance of industrial and agricultural development including farm settlement.

Manifestly, the attainment of these objectives calls for the thought and planning of a variety of subject matter specialists and the visualization of procedures which will systematically analyze the several required steps in attaining these objectives and carry them to and integrate them with the operations of the people. For example, is an intensification of the farm unit test-demonstration procedure applicable to the production objectives? What sort of community, county, or regional conferences are adapted to work out the collective objectives? What type of regional organization and procedure will guide progress toward the third group of objectives?

The Special Committee met at the University Farm in Knoxville on September 15 to tackle this problem. The report of the Special Committee has been considered by the members of the Committee on Resource Utilization, or their representatives, and the Committee desires now to submit the following proposals and recommendations.

## PROPOSALS AND RECOMMENDATIONS

### Introduction

In making this report on a method of studying problems of postwar development of agriculture in the Tennessee Valley, it is the purpose of the Committee on Resource Utilization to offer practical suggestions which will build upon the effective work which has already been done in the region through the Land-Grant Colleges, the USDA, the TVA, and other agencies and the enterprise of farmers either in groups or as individuals. As a result of this work and to forces set in motion as a result of this war, it is apparent that the resource development will take place at an even more rapid tempo in the postwar period than has been the case in the past ten years. Among the things which will tend to accelerate such a development are the long-range agricultural program sponsored jointly by the Land-Grant Colleges and the USDA, ten years of experience with the farm unit test-demonstration program, extensive power resources for rural electrification, an extensive backlog of data



and experience related to the development of southern resources, and the soil surveys which have been completed in the region. 1/

Your Committee finds itself in general approval of the unit test-demonstration farm program which has been under way in the Valley over the period of the last ten years. The 30 thousand test-demonstration farms which have been developed as a result of this program have not only proved effective instruments for utilizing efficiently fertilizer materials in soil and water conservation and production programs but, more important, have been a means for getting farmers accustomed to technology and in gaining competence and confidence in the use of technology and the various sciences as they relate to conservation and utilization of resources. These farms also provide a systematic means for proving on a farm-unit basis the results of the plot and laboratory experimentation and for combining into an effective food-producing unit such farming resources as land, labor, and the technological skills and sciences. Such farms are singularly important in controlling on the land the abundant water resources of the Tennessee Valley region.

With ten years of test-demonstration experience behind us we believe that the postwar period will provide a real opportunity for widening the scope of the test-demonstration program so as to include more attention to plant and animal quality and to a wider range of plant nutrients as well as improved marketing and buying processes. The postwar period should provide opportunity for extending the test-demonstration program to more farms and for general improvement in the programming of such farms.

### Suggestions

The major objective of this report is to suggest one method by which improvement in the quality and effectiveness of the unit test-demonstration program can be accomplished. The problem of resource utilization, with which the Committee has been asked to deal, is, of course, exceedingly broad. It has seemed to the Committee, however, that this general problem can be most effectively approached by fixing attention upon the resources and needs of the individual farm and farm family. This has, in fact, been the historic approach in the Valley as represented by the test-demonstration farm program. The immediate problem to be faced, therefore, is the procedure by which the work on test-demonstration farms can be most effectively planned and by which the results obtained can be most effectively extended to all farms in the Valley. Essential to such a procedure, the Committee believes, is

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1. Surveyed areas are rapidly being increased. At present, some 16 million of the 27 million acres have been mapped. Individual county maps are available for about 50 of the Valley counties.

a systematic method of classifying farms based upon both their physical and economic characteristics. With such a classification as a first step, we would then be in a position not only to formulate programs adapted to specific test-demonstration farms but also to extend the results obtained on such test-demonstration farms to other farms that have closely similar physical and economic characteristics and resources. It is the Committee's belief that the suggested plan provides a basis for obtaining data, not only on the fertilizer needs and crop adaptability of the soil, but on all phases of farmer activities and interests, such as marketing, credit and power needs, medical care, social security, and community organization and facilities. This programming procedure is suggested by the Committee, therefore, as a means to achieve a more effective utilization of resources.

The major steps in the procedure recommended are as follows:

1. Prepare for each county in the Valley a map showing soil associations or that combination of soils for which the treatment is essentially similar. (The major part of this has already been done.)
2. Delineate for each county the major types of farming. This delineation to be made on maps showing the soil associations.
3. Designate a specific study area for each different combination of soil association and type of farming.
4. Delineate the boundaries of each farm within the areas selected for study and classify these farms into specific physical and economic categories.
5. Select for detailed study test-demonstration (or other) farms for each major category as determined in 4 above. Other farms not used for test-demonstration work may be selected also for study so that the results of the two may be available for comparison.

#### Organization

This plan of action, in order to be carried out effectively, will require the creation of an organization. It is suggested that (1) an Operating Committee of three members representing, respectively, TVA, the USDA, and the Land-Grant Colleges of the Valley be created (this Committee would have supervision of general operational procedures and methods under the general jurisdiction of the Committee on Resource Utilization); (2) a full-time Program Director to carry out the operational plans of the Operating Committee and to coordinate the work (the Director to be recommended by the Operating Committee and approved by all of the cooperating agencies); (3) a Professional Leader for each



important segment of farming activity, such as soil management, farm management, rural industry and rural communities, and homemaking (these leaders to be selected by the Project Director with the consent and approval of the Operating Committee). These leaders will be responsible for working out the details of field methods and procedures and for instructing and guiding field workers in the assembly of data in their respective fields.

### Personnel

It must be recognized that this project, if approved and put into effect, will require considerable personnel. This personnel will be recruited, as in the past, from the various cooperating agencies. It is, therefore, assumed that the workers to do the field work will be selected in accordance with the practices and policies of the various States participating in the program. It is also expected that the Program Director would work through channels indicated by the deans and directors of the Valley States.

The following tabulation gives a rough approximation of the number of employees and the expenses (salary, travel and per diem) required to complete the first segment of the total Valley job.

<u>Personnel and costs</u>						
<u>Job</u>	<u>Period (Months)</u>	<u>Annual Rate</u>	<u>Salary</u>	<u>Travel</u>	<u>Per Diem</u>	<u>Total</u>
Director	8	\$4,600	\$3,067	\$ 400	\$ 500	\$4,967
Leaders						
Farm Management )						
Soils )						
Rural Industries )	8	3,800	12,665	1,200	1,400	15,265
Forestry )						
Homemaking )						
Field Workers						
Farm Management (6) )						
Soils (6) )						
Rural Industries (2) )	6	3,200	32,000	1,500	10,800	44,300
Forestry (3) )						
Homemaking (3) )						
TOTAL			\$47,732	\$3,100	\$12,700	\$63,532



## Policy

This plan is basic to the development of the resources of the Tennessee Valley. It must of necessity be a continuing program. It is not anticipated, therefore, that all parts or all of the potential phases of the plan will be completed immediately. Some of the work, such as the soil surveys, has been partially completed. This part of the program should be finished in the very near future. After this has been done or completed to the extent which will permit a sampling procedure to be used, the type-of-farming phase should be undertaken. When this has been done, then areas can be selected for specific detailed investigation. As this work progresses and as the data become available the results can be tested as to their applicability to similar groups of farms.

## Anticipated results

This suggested scheme of procedure provides a basis for selecting farms according to soil groups and type and size of farm. Several additional good results would follow from an application of the plan. Comparison of results from given land-use programs would be made for farms known to have similar physical and economic resources. Extension work would have a better foundation. Land utilization operations would have more significance. The proposed programming procedure would relate land use to soil types and would furnish a useful tool for orienting research in farm management and agronomy and the general extension program of the extension divisions of the Land-Grant Colleges. Such a programming process is essential to the most effective use of land for timber production and utilization. It provides, also, a means of determining the opportunities for rural industrial developments based on the needs and resources of farms and farm communities.

Recommendations suggested for consideration by the Correlating Committee as amended and adopted by the Tennessee Valley States Conference, Knoxville, Tennessee, April 3, 1944 (See text of Minutes, page 16)7

1. That, in States where such action has not already been taken, the Director of the Experiment Station and the Director of Extension in the respective States select and officially designate to the Executive Secretary a State Contact Officer, as provided for under the Memorandum of Understanding.
2. That each proposal for the initiation or renewal of any "joint coordinated activity" under the Memorandum of Understanding, prior to its initiation or renewal, be referred to the Correlating Committee in accordance with the following procedure:
  - a. The proposal will be referred to the Executive Secretary who, if he deems the proposal to be clearly in accord with the established policies under the Memorandum of Understanding and to be procedurally and methodologically adapted to the furthering of the agricultural program in the Tennessee Valley, and after securing such administrative and technical advice as he may deem appropriate in arriving at these determinations, may clear the proposal on behalf of the Correlating Committee.
  - b. In the event the Executive Secretary deems that questions of policy, procedure, or method raise a presumption against clearance of the proposal for inclusion as a "joint coordinated activity" under the Memorandum of Understanding, he will refer the proposal to the Chairman of the Correlating Committee, who, on his own initiative may clear the proposal, provided he is satisfied that no questions of policy, procedure, or method are involved that justify submission of the proposal to the Correlating Committee.
  - c. A proposal which neither the Chairman nor the Executive Secretary of the Correlating Committee finds eligible for clearance under the considerations stated will then be submitted to the Correlating Committee for approval or rejection and appropriate recommendations to the interested agencies.
  - d. No proposal for the initiation or renewal of a joint coordinated activity under the Memorandum of Understanding may be disapproved under this procedure except by action of the Correlating Committee.



that the following standing committees of the Conference, each to consist of a chairman and two members of the Conference to be appointed by the Chairman of the Conference, and such additional members as the Chairman of the respective committees may from time to time select from among the personnel of the participating agencies and institutions, are authorized and established:

- a. Committee on Organization: To consider all matters relating to the Conference regarding such procedural and organizational arrangements, consistent with established policies, as the committee believes will tend to facilitate and promote the effective development and carrying out of the joint coordinated activity contemplated under the Memorandum of Understanding.
  - b. Committee on Research: To prepare and submit to the Conference an annual or semi-annual report, with recommendations, relating to current and needed research in connection with the joint agricultural program in the Tennessee Valley, including a digest and interpretation of the results of current research, and proposals as to the character and scope of research problems requiring joint investigation, together with suggestions as to the allocation of this work among the participating agencies.
  - c. Committee on Extension: To prepare and submit to the Conference an annual or semi-annual report, with recommendations, relating to the extension activities in the Tennessee Valley conducted as a joint coordinated activity under the Memorandum of Understanding, including suggestions as to the expansion or modification of the scope and character of extension activities to facilitate better understanding and application of the joint agricultural program in the Tennessee Valley.
  - d. Committee on Resource Utilization: To prepare and submit to the Conference an annual or semi-annual report, with recommendations, relating to actual and needed shifts in the use of land for agriculture (including forestry) and other purposes; supplies of fertilizers, quantities used, and quantities needed in the agriculture of the Valley; agricultural and industrial relationships, farm, family and community organization and problems; local industries; cooperative organizations, etc.
4. That the functions and work of the present committees of the Conference be appropriately allocated among the Standing Committees.
  5. That the Executive Secretary shall serve as Secretary of each Standing Committee of the Conference; that it is recommended that he be requested to serve, also, as Secretary of such special committees as may from time to time be established by any of the participating agencies in conjunction with the carrying out of any joint coordinated activity under the Memorandum of Understanding.



that the Committee on Organization be authorized to consider, and make recommendations to the Conference as to the feasibility of utilizing the specialized technical staff of one or more participating institutions, or establishing and financing a specialized technical joint-staff of full-time employees, or any alternative arrangement and procedure to help the Research Committee discharge its functions (a) by assisting and advising with respect to the logical and methodological adequacy of the procedures to be used for any joint coordinated activity involving the application of research techniques, and (b) by tabulating and correlating the results of such joint research, so as to show their significance, degree of comparability, and range of applicability.



# LIST OF VALLEY-STATES CONFERENCES

		<u>Place</u>	
	1933	?	
	1933, October 7	Knoxville, Tennessee	Typed, 12 pp.
3	1934, July 6-7	Chattanooga, Tennessee	Typed, 2 pp.
4	1934, October 27	Muscle Shoals, Alabama	Mimeo. 13 pp.
5	1935, December 12	Chattanooga, Tennessee	Typed, 12 pp.
6	1936, June 26-27	Knoxville, Tennessee	Mimeo. 10 pp.
7	1937, February 6	Knoxville, Tennessee	Typed, 3 pp.
8	1937, July 10	Knoxville, Tennessee	Typed, 10 pp.
9	1937, November 3	Knoxville, Tennessee	Typed, 5 pp.
10	1938, April 25	Knoxville, Tennessee	Typed, 18 pp.
11	1938, October 4	Atlanta, Georgia	Typed, 15 pp.
12	1939, April 4	Birmingham, Alabama	Typed, 9 pp.
13	1939, October 2	Chattanooga, Tennessee	Typed, 9 pp.
14	1940, April 2	Knoxville, Tennessee	Mimeo. 10 pp.
15	1940, October 1	Asheville, N. C.	Typed, 8 pp.
16	1941, March 4-5	Florence, Alabama	Mimeo. 31 pp.
17	1941, October 28	Atlanta, Georgia	Mimeo. 29 pp.
18	1942, March 3	Roanoke, Virginia	Mimeo. 22 pp.
19	1942, October 6	Knoxville, Tennessee	Mimeo. 11 pp.
20	1943, May 13	Atlanta, Georgia	Mimeo. 2 pp.
21	1944, April 3	Knoxville, Tennessee	Typed, 11 pp.





APPENDIX I  
(See text, p. 31)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REPORT OF COMMITTEE ON EXTENSION  
by  
P. O. Davis, Chairman

The Committee on Extension makes the following recommendations:

1. That each State proceed, as early as possible, in evaluating the unit test-demonstration farm as an extension tool. This evaluating should be done by each State but there should be correlation between the States for study and comparison.

A few questions to be answered are:

What is its score to date in influencing improved practices among farmers?

Is it adequate for its purpose? If not, what are its deficiencies and how can they be corrected?

What are its strong points and its weak points?

How is it affecting home life?

Are these farms used enough for meetings and otherwise to accomplish their objectives?

2. That assistants on the Tennessee Valley program in each State have uniform titles. In Alabama, assistants in the counties are called assistant county agents.

TWENTY-SECOND VALLEY-STATES CONFERENCE  
 Tutwiler Hotel, Birmingham, Alabama  
 Tuesday, October 3, 1944

## LIST OF VALLEY-STATES CONFERENCES

No.	Date	Place	Minutes
1	1933	?	None
2	1933, October 7	Knoxville, Tennessee	Typed, 1 p.
3	1934, July 6-7	Chattanooga, Tennessee	Typed, 5 pp.
4	1934, October 27	Muscle Shoals, Alabama	Mimeo. 13 pp.
5	1935, December 12	Chattanooga, Tennessee	Typed, 15 pp.
6	1936, June 26-27	Knoxville, Tennessee	Mimeo. 20 pp.
7	1937, February 6	Knoxville, Tennessee	Typed, 5 pp.
8	1937, July 10	Knoxville, Tennessee	Typed, 10 pp.
9	1937, November 3	Knoxville, Tennessee	Typed, 5 pp.
10	1938, April 25	Knoxville, Tennessee	Typed, 12 pp.
11	1938, October 4	Atlanta, Georgia	Typed, 10 pp.
12	1939, April 4	Birmingham, Alabama	Typed, 9 pp.
13	1939, October 2	Chattanooga, Tennessee	Typed, 9 pp.
14	1940, April 2	Knoxville, Tennessee	Mimeo. 18 pp.
15	1940, October 1	Asheville, N. C.	Typed, 9 pp.
16	1941, March 4-5	Florence, Alabama	Mimeo. 32 pp.
17	1941, October 28	Atlanta, Georgia	Mimeo. 29 pp.
18	1942, March 3	Roanoke, Virginia	Mimeo. 22 pp.
19	1942, October 6	Knoxville, Tennessee	Mimeo. 44 pp.
20	1943, May 13	Atlanta, Georgia	Mimeo. 20 pp.
21	1944, April 3	Knoxville, Tennessee	Hecto. 61 pp.
22	1944, October 3	Birmingham, Alabama	Hecto. 75 pp.



APPENDIX H  
(See text, p. 31)

TWENTY-SECOND VALLEY-STATES CONFERENCE  
Tutwiler Hotel, Birmingham, Alabama  
Tuesday, October 3, 1944

REPORT OF COMMITTEE ON RESEARCH

by

R. W. Cummings, Acting Chairman

The Committee had for its consideration the estimates of fertilizer needs for the Tennessee Valley as submitted by the respective States. A study of this report brings out even more clearly the need for a functioning "Correlator for the Committee on Research." The Committee has no basis for questioning the validity of the estimates prepared for each State on the assumptions used by them, but apparently no two States used exactly the same assumptions. For example, Alabama prepared its estimates on the basis of a reorganized land-use program designed to provide the maximum soil and water conservation and a productivity level that will contribute the maximum to the income and stability of the people, while North Carolina based its estimates on the present cropping pattern using the general fertilizer recommendations of the Experiment Station.

It is suggested that the question of making such estimates in the future be referred to the "Correlator for the Committee on Research." He, in turn, would first inquire thoroughly into the reasons why these estimates are needed and the uses to which they may be put. If this inquiry discloses the fact that the value would justify the effort required, he would proceed to work out with the States a uniform set of assumptions and procedures which would yield results that could validly be added up into a total for the Valley region.

The Committee suggests that at least the following four bases be explored:

1. Estimates of requirements based on the historical relationship between cash farm income and fertilizer purchases. Techniques for such estimates have been worked out by Mehring and Shaw and reported in Plant Food Memorandum No. 7, Division of Soil and Fertilizer Investigations, BPISAE, March 7, 1944.
2. Since such an estimate fails to account for the effect the educational work of the test-demonstration program will have on changes in this relationship, a separate estimate could be made on the probable effect of this educational program on fertilizer use.

3. Based on experimental data on crop response to fertilizer the amount which would give profitable responses under assumed cost-price relationships could be estimated.
4. Assuming a cropping pattern rearranged to achieve maximum soil and water conservation consistent with the production of good farm incomes, the amount of fertilizer required to achieve this maximum conservation and production could be estimated.